



# WEST YELLOWSTONE MARKETING PLAN 2012-2013





## CURRENT MARKET POSITION

Tourism is not only the foundation of the West Yellowstone economy it is THE economy. For more than a century this community has been helping travelers experience the world's first national park.

As the closest entrance to Yellowstone National Park, West Yellowstone has identified itself as the perfect location for exploring the Park. Sharing a border with Yellowstone and surrounded on all other sides by the Gallatin National Forest, West Yellowstone has become the center for a plethora of activities. Clean air, abundant wildlife, scenic beauty and historical reference all have made West Yellowstone a national and international destination.

West Yellowstone offers visitors an amenities-rich, safe platform for remarkable experiences, including wildlife viewing, photography, miles of groomed trails for cross-country skiing and snowmobiling, hiking and biking; fishing, rafting, kayaking and boating to name just a few. There are also a variety of family oriented and culturally varied locations such as the Yellowstone IMAX Theatre, Playmill and Pinecone Playhouse Theatre, the Yellowstone Historic District and Museum, and the Grizzly & Wolf Discovery Center all located in West Yellowstone, and those nearby such as the 1959 Madison River Canyon Earthquake Area, the Nez Perce Trail and Nevada and Virginia Cities.

National Parks are the most popular tourist destinations in the United States. Having the west entrance to Yellowstone National Park a couple blocks from downtown funnels many visitors through West Yellowstone. Unfortunately, many simply pass through West Yellowstone when entering or departing the Park en route to other locations or not taking advantage of what we offer.

As a gateway to Yellowstone Park, West Yellowstone is subject to the economic ups and downs triggered by off-seasons that create a cascade of challenges including cash flow problems and difficulty in maintaining a stable employment base.

A year-over-

comparison shows how easily West Yellowstone is impacted by Yellowstone visitation. The price of gas heavily impacts travel by RV (2008 and 2011). Concern over flu and problems with international VISA access impacted 2009. Weather, hardest to forecast, impacted fall travel in 2009, early winter oversnow access in 2008 and 2011.

West Yellowstone (west entrance) Recreational Visitation					
Yellowstone National Park data		1/01/08 to 12/31/08	1/01/09 to 12/31/09	1/01/10 to 12/31/10	1/01/11 to 12/31/11
	<b>TOTAL visitation</b>	1,273,214	1,335,880	1,480,051	1,398,945
<b>Winter</b>	<b>Snowmobile</b>	15,750	12,204	10,616	9,092
	<b>Snowcoach</b>	10,574	9,836	12,099	13,860
<b>Warm Season April - Nov</b>	<b>Personal Vehicle</b>	1,114,550	1,177,037	1,306,327	1,008,000
	<b>RV</b>	54,325	68,751	59,331	50,792
	<b>Bus/Tour</b>	69,839	57,618	63,131	72,565

We have been fortunate to have grown our gross lodging tax revenue collections over

2008		2009		2010		2011	
\$79,038	(+11%)	\$63,575	(-20%)	\$73,468	(+16%)	\$76,717	(+4%)
\$293,683	(+49%)	\$292,289	(-0%)	\$363,252	(+24%)	\$356,383	(-2%)
\$668,121	(+40%)	\$738,076	(+10%)	\$865,032	(+17%)	\$895,486	(+4%)
\$73,385	(+8%)	\$77,993	(+6%)	\$105,048	(+35%)	\$94,381	(-10%)
\$1,114,227	(+37%)	\$1,171,933	(+5%)	\$1,406,800	(+20%)	\$1,422,967	(+1%)

the past four years. However, in 2011, the 1% growth came from ADR (average daily rate) and not increases in occupancy (based on West Yellowstone TBID collections).

Resort Tax Collections for the Town of West Yellowstone		
	YR TOTAL	PREV Yr Comparison
FY 07-08	\$2,291,041	12.33%
FY 08-09	\$2,279,289	-0.51%
FY 09-10	\$2,255,478	-1.04%
FY 10-11	\$2,504,791	11.05%
FY 11-12 (YTD)	\$2,259,913	0.20%

West Yellowstone Resort Tax Collections (a 3% local tax based on visitor-related consumables) adds another dimension. FY 07-08 (July to June) was our high benchmark year with high occupancy and high average expenditure per visitor. FY 08-09 and 09-10 reflect recessionary impacts on visitor travel and expenditures. Matched against the ITRR non-resident visitor information (*a comparison chart of highlights follows in the "Target Demographics" section*), there were also changes in the behavior of our visitors: they came from states that were geographically closer, spent fewer average room nights, and de-prioritized recreational shopping.

As a community, West Yellowstone has been successful in a number of marketing initiatives. Leveraging the campaigns of the Montana Office of Tourism and Yellowstone Country Regional Tourism, we were able to generate visitors from new target geographies (southern Canada, North Dakota) and increase our destination presence in existing activity segments (Nordic skiing, family friendly destination travel).

The winter season remains challenging. Over 75% of winter revenue is generated by snowmobile, snowcoach, and cross country skiing business heavily dependent on access to Yellowstone National Park, relying on oversnow travel from December 15<sup>th</sup> through March 14<sup>th</sup> each year. However, over the past five years, the winter businesses and economy have directly suffered due to drastic reduction in the number of snowmobiles allowed into Yellowstone Park during winter months.

At the time this marketing plan was developed, we were still waiting for an EIS to be released from the Park Service (June 2012) which would make a final recommendation for long range Yellowstone winter access. Our hope is that there will be again an interim year(s), particularly if the long range solution is a significantly different type of access than what is currently in place (e.g., plowing some of Yellowstone's interior roads).

However, any EIS release is usually followed by a period of intense litigation from all perspectives. During an interim period, particularly with extensive publicity from all litigants, there is renewed uncertainty in the public regarding whether Yellowstone Park is really "open for the winter" as well as the different options for accessing the park via the west entrance located here in West Yellowstone.

## OPPORTUNITIES

*Understanding who we are and our best capabilities is essential for creating the most effective and successful marketing identity, strategies, and campaigns. Our greatest opportunity lies in incorporation of the Montana Office of Tourism brand platform. West Yellowstone IS “the brand pillars” in many ways:*

### **NATURAL ASSETS:**

- **West Entrance to Yellowstone National Park.** As the closest and most convenient gateway community for exploring all of Yellowstone National Park, West Yellowstone is also increasingly recognized as the most complete gateway offering products and services in a setting that embodies a true “sense of place.”
- **We are seen by some visitors as synonymous with Yellowstone Park and can effectively market ourselves as “Yellowstone Plus.”** West Yellowstone is the optimal base location for the “3-night” Yellowstone Park destination visitor.
- **Close proximity to Teton National Park and being situated on the primary corridor between Glacier and Grand Teton/Yellowstone National Park.** And, a scenic drive destination. West Yellowstone has been included in the Yellowstone-Grand Teton Loop of “Top Ten Northwest Scenic Drives” website and map guides.
- **Outstanding natural assets such as mountains, lakes and rivers that allow visitors to escape from the city.** Opportunity for greater exposure of these key geo-tourism assets is highlighted on the Greater Yellowstone GeoTourism map. Ideally suited for the geo-tourist with adventure and outdoor recreation such as: camping, fishing, wildlife viewing, photography, geocaching, cross-country skiing, snowmobiling, snowcoach tours, hiking and biking, rafting, kayaking and boating and much more. Also, an authentic mountain lifestyle – main street Montana and friendly people with our own individual curb appeal.
- **A nationally recognized, well-developed system of winter trails.** Increasing recognition and popularity of multi-sport diversification by high value, low impact visitors

### **VALUE FOR DESTINATION TRAVELERS:**

- **An ideal family vacation spot** - affordable, fun, educational, clean, with a variety of activities. West Yellowstone is also perceived as a primary return destination for parents and baby boomers, as well as a place to create memories for families and affinity groups. Close proximity to Yellowstone Park and surrounding recreational activities and assets appeal to small groups of like interests: schools, family reunions, home-schoolers, weddings. West Yellowstone also has a reputation as a “safe” location where families can stroll after dark along our main streets with retail and shopping, or picnic and play in multiple locations in our town. This is contrast to other international locations (e.g., Mexico and the Middle East)
- **The perfect fit for the “value-conscious” traveler seeking the best financial value without compromising on quality of experience.** During these challenging economic times, visitors are looking for the best “value” financially. West Yellowstone offers affordable lodging, restaurants, and attractions. Yellowstone Park offers one of the best values in affordable attractions with a seven-day pass for a carload for just \$25.00, as well as many fee free entrance days to National Parks (continuing into 2012).

Families also want a “value” in their experience. They are seeking a quality experience, to create memories and family traditions, and to satisfy the spirit of adventure that comes from shared experience. Individually, people come to places like Yellowstone for the rejuvenation and restoration of soul and spirit.

- **Growing international recognition** among international travel groups and foreign independent travelers.
- **Seasonal airport served by a regional carrier** and with a Fixed Wing Base Operator for private planes.

#### **AMENITIES, ACTIVITIES, AND ATTRACTIONS:**

- **Home of the Yellowstone Historic District** with four original Union Pacific Railroad Structures, Yellowstone IMAX Theater, the Grizzly & Wolf Discovery Center, The Nez Perce Trail, Virginia and Nevada cities, and the Madison River Canyon Earthquake Area.
- **Equipped with a conference and convention center** to accommodate businesses, trade and other association meetings.
- **A host of events**, some that have been on the calendar for years as well as those that celebrate special times. Additionally, the Marketing Committee has been working with strategic partners to offer destination events such as Kids’N’Snow, that not only benefit the local community, but attract overnight visitors as well.

#### **UNIQUE RESOURCES:**

- **Marketing tools that utilize technology** including a recently overhauled website (June 2012), mobile application (June 2012), and a growing social media presence.
- **A cache of experienced and knowledgeable interpretive guides** and guide services.
- **A community of entrepreneurs** with their determination, spirit and energy and a seasoned core of volunteers with a history of successful events.
- **Additional community marketing resources.** The Marketing and Promotion Fund, secured from the local Resort Cities Tax, will generate an estimated \$54,000 per year for promotion of West Yellowstone; the West Yellowstone Tourism Improvement District (TBID), a strategic partner in shared marketing strategies and tactics, and various other local foundations and organizations.
- **Potential tourism partners** with Island Park, Big Sky, Bozeman, Gateway communities, Chambers, Yellowstone Country Tourism, and organizations such as Brand USA and the National Parks Promotion Council.

## **CHALLENGES**

*Although the following may provide challenges, it is an opportunity for us to accentuate the positive and promote our unique attributes mitigating possible adverse effects.*

#### **.LOCATION:**

- **The perception that West Yellowstone is only a gateway into** the Park and not a destination. Stepped up competition from more distant communities attempting to present themselves as

preferred gateways to Yellowstone such as Cody, Jackson, and Red Lodge. Billings, Bozeman and Idaho Falls, although much farther away, are making the same claim and have more marketing funds to promote it. Additionally, creation and designation of “routes” through and around Yellowstone Park that either leave off West Yellowstone or position it as only a “drive through” location.

- **The considerable distance and lack of easy access** from major population centers. Airline access issues with only summer service available in the community.
- **Bridge repair and road construction in Yellowstone Park and the highways leading to West Yellowstone** is again scheduled for the 2012 warm season. Additionally, we anticipate repair work on the bridges and roads coming in to West Yellowstone including the completion of a bridge replacement on Highway 191. This will impact visitor routing, the ability of local concessionaires to offer tours within Yellowstone Park, and negatively impact the perception of West Yellowstone as the easiest ‘base camp’ location for Yellowstone Park vacations.

#### **SOCIO- AND ECONOMIC FACTORS:**

- **The new “traveler frugality”** resulting from the continuing recessionary factors (high unemployment, lack of “high paying” jobs, uncertainty over job security, and challenging loan environment) has changed how travelers spend and created a high demand for “value” in every experience. ITRR reports that average expenditure per Montana traveler did increase 10% in 2011, we did not experience this same increase in West Yellowstone resort tax collections. This may be due in part to high daily room rates (especially during the summer months) that negatively impacts spending for retail, food and beverage, attractions and additional activities. The mindset of lodging properties in West Yellowstone is to continue to drive pricing as high as the market will sustain.
- **Increases in the price of gas and fuels** restricting drive vacations or increasing prices associated with flights and rental vehicles. We anticipate that there may be major impact (origination and number of travelers) from our drive market this summer if gas prices exceed \$5.00 per gallon. In 2008 the last year that gas prices had a significant climb, we experienced fewer travelers from the Midwest, Atlantic, and east coast and more travelers from the Rocky Mountains and California. We will have to maintain flexibility in our advertising and promotions if we need to re-direct efforts to different states or market activity segments.
- **The daily Yellowstone snowcoach and snowmobile tour winter business**, along with daily snowmobile rentals, are particularly susceptible to occupancy levels in Big Sky. In previous years where Big Sky business was not full, West Yellowstone receives significantly less day business from our number one winter daily drive market.
- **National and world events like** fires, earthquakes, hurricanes, volcanoes, and tsunamis that impact tourism. Additionally, local weather and seasonal conditions (including forest fires, earthquakes, droughts, and floods) that impact traveler routes and length of stay. There is a rapidly increasing potential for forest fires due to insect infestation and large amounts of dead timber. We anticipate that this summer/fall has the potential for significant wildland fires and will require an extensive and effective process for communicating accurate and timely information.



- **The negative press** generated on issues such as the bison and winter use, and natural events such as earthquake swarms, forest fires, and supervolcano concerns in Yellowstone and Teton National Parks.

**RESOURCE CONSTRAINTS:**

- **Seasonal employment and lack of employee** housing that makes it difficult to recruit and house seasonal employees. Current Homeland Security measures that create barriers for visas for foreign employees and increased safety concerns along the U.S./Mexican border. Increased reliance on foreign workers results in communication barriers. English is not their first language.
- **Lack of community knowledge** including a rotating and unknowledgeable front line staff that limits the selling of West Yellowstone as the most complete and convenient solution for visitors. Customer-facing employees are usually seasonal and often lack prior experience in hospitality and are first-timers to West Yellowstone and the area. Many service staff display a limited knowledge of and appreciation for activities beyond “touring” the park.
- **Lack of restaurants and nightly entertainment.** The perception by some that West Yellowstone lacks sophistication, culture, art, sufficient family friendly activities and events.
- **A community of entrepreneurs,** all with their own ideas and who find it less easy to work as a team and can be adverse to change.

**PUBLIC LANDS ACCESS AND REGULATION:**

- **The continuing process to determine Yellowstone winter** access has created public uncertainty and confusion as to whether Yellowstone is open in the winter and by what means. Massive (and potentially expensive) marketing and publicity efforts are required to educate the public that “Yellowstone is Open” in the winter (national and international markets). One of the greatest challenges will be if an accepted regulation can be resolved in sufficient time for the fall marketing and trade show schedules critical to booking winter packages.
- **Access to campgrounds, trails, and public lands** in the national forests surrounding West Yellowstone is so important to our activity-based travelers.
- **Other emotionally charged issues** including bison, wolf, and grizzly bear management continue to impact public perception and raise communication challenges.

## COMPETITOR ANALYSIS

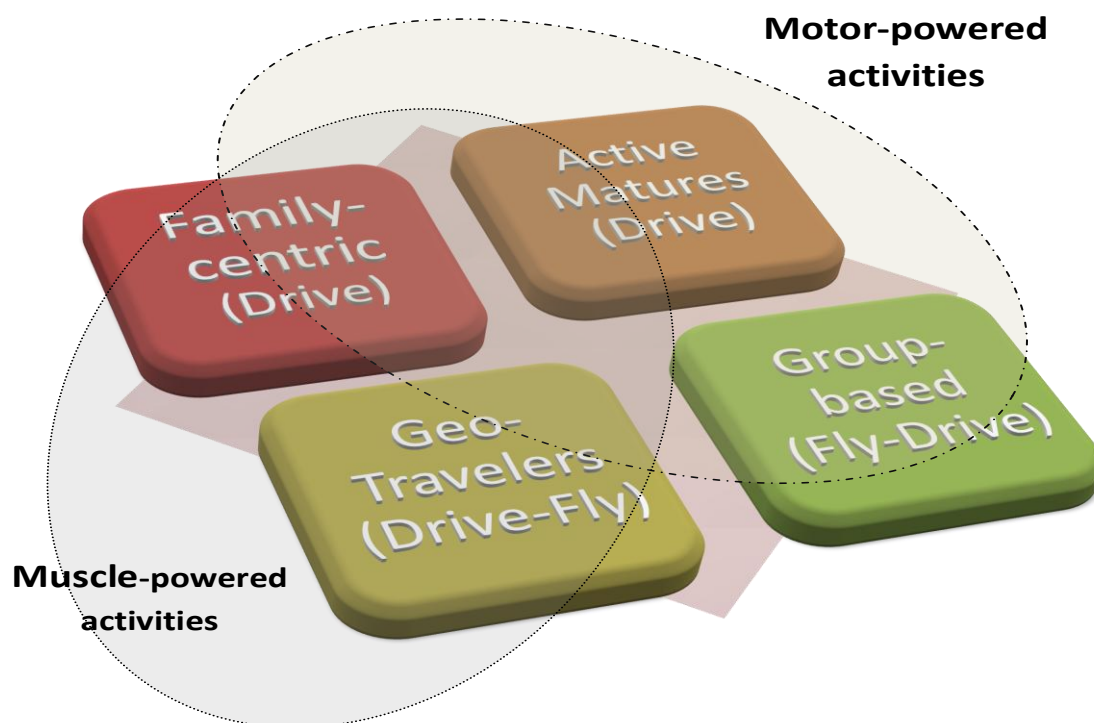
The following chart outlines both direct competitors and an emerging area of competition: routes that either totally by-pass the west entrance/West Yellowstone or routes that move one or more nights that would have been spent in West Yellowstone to another community or state.

		Target Audience/Niche	Strengths
Direct competitors	<b>Cody, Wyoming</b>	International and domestic tours, families, actives/ geotravelers, matures. Niche: History, cowboy, western, outdoor activities (fishing, biking, hunting, hiking, snowmobiling)	Eastern gateway to Yellowstone Park, access to 5 scenic byways including Chief Joseph Highway is a second route to Beartooth Highway and North entrance. Lodging options, Buffalo Bill Museum, regional airport. By partnering with Wyoming Tourism has successfully marketed itself as "Yellowstone Country" and its airport "Yellowstone Airport." Historically, significantly more funding for promotion (local, county, state).
	<b>Jackson Hole, Wyoming</b>	Families, matures, active/ geotravelers, couples, affluent. Niche: wildlife watching, photography, adventure, art, cowboy chic, outdoor activities (alpine ski, bike, fly fish), events and festivals.	Popular tourism destination because of its proximity to Yellowstone & Grand Teton National Parks, its unmatched scenic beauty, the world-class skiing, and its authentic Old West feel. Numerous Arts Festivals, heavy concentration of resort destinations and offers a wide variety of restaurants and bars, from authentic western casual to elegant fine dining. Advanced website, mobi, social media, and internet advertising resources. Re-instated resort tax and possibly co-op with TBID could equal significant marketing spend this year.
	<b>Island Park, Idaho (coopetition)</b>	Families, actives' geotravelers, matures. Niche: Outdoor activities and events (boat and fly fishing, biking, hunting, ATV, snowmobiling, Nordic skiing).	Large offering of vacation rental homes, cabins, time-share, lodges, and lower-priced lodging properties highly sought after by the new budget-minded traveler. The area offers extensive snowmobile, ATV, and cross country ski trails and a number of scenic by-ways.. A place to "play and party" for snowmobilers and skiers. Minutes from Yellowstone National Park. Could also be a cooperative partner across winter activities.
Competitive Routes	<b>Billings - Red Lodge, MT- YNP</b>	Groups, tours, families, active/ geotravelers, matures. Niche: motorcyclists, scenic drives, biking, kayaking, alpine skiing.	Access to Yellowstone Park through the northeast entrance via the Beartooth Highway or east entrance via Chief Joseph/Cody, WY. A large number of events, festivals. Ability to handle large conference and convention space (Billings). Large regional airport with direct flights from desired markets. Mature tourism organizations (Billings) or developing ones with TBID (Red Lodge). Greater variety in lodging, dining and shopping opportunities. Significantly greater marketing spend (Billings). Partnerships (routes, coop advertising) with WY, ND, and SD.
	<b>Bozeman, MT - Big Sky, MT YNP</b>	Conference, convention, tours, families, geocore, frugal experientialists, and affluent. Niche: adventure, cowboy chic, outdoor activities (alpine ski, bike, fly fish), events and festivals.	Greater variety in lodging, dining and shopping opportunities, including groups, conventions and conferences. Proximity to Yellowstone Park. Four-season activities. Cultural, historic, and educational activities, events, and attractions. Significantly greater marketing spend (Bozeman tourism groups and Big Sky private businesses and RT.)
	<b>Salt Lake City, UT - Idaho Falls, ID</b>	International tours and FIT (before or after Yellowstone), families, actives/ geotravelers, matures. Niche: national parks, easily accessible, outdoor adventure.	International/national airport. Greater variety in lodging, dining and shopping opportunities. Significantly greater marketing spend in Utah and within eastern Idaho tourism partnerships. The Utah Office of Tourism launched a \$2.2 million TV ad campaign for this summer in Denver, Los Angeles, Phoenix, Portland, and San Francisco.
	<b>Denver, CO -Cody, Jackson, WY</b>	International tours and FIT (before or after Yellowstone), families, actives/ geotravelers, matures. Niche: national parks, easily accessible, outdoor adventure.	International/national airport. Proximity to two National parks. Greater variety in lodging, dining and shopping opportunities. Significantly greater marketing spend with Wyoming Tourism alliances.



## MARKETING TO TARGET DEMOGRAPHICS

We have consistently identified four target audience groups- family travelers, active mature travelers, geo-tourists, and groups. We overlay an activity focus (muscle-powered or motor-powered) to narrow specific targets to maximize our marketing ROI.



With the new customized report generator from ITRR, we were able to compile data sets specific to West Yellowstone comparing surveyed non-resident travelers who spent at least one night in West Yellowstone, those who had just driven through West Yellowstone, and those who had driven through Yellowstone National Park. (See chart on the following page.)

Based on a review of the ITRR quarterly data reports (on the following page), it appears that there might be an emerging segment: the "Millenials." It appears Millenials are coming to West Yellowstone based on younger age groups and web and mobile-based trip planning last year (compared to visitors just traveling through West Yellowstone or traveling through Yellowstone Park). It is too early to tell if these Millenials fall into "geo-travelers" with muscle or family-centric motor-powered.

ITRR Non-Resident Survey Project	1st time repeat-mixed %	av MT nights	Top 3 Transp	Top 3 Lodging Types	Top 3 Av. Age Groups	Gender	Top 3 type of party	Top 5 origin	Top 4 activities	Top Source	
2009 (Q3 & Q4 only)											
1 night in West Yell	F27%-R42%-M31%	5.62	80% Auto 14% RV/Motor 5% Air	42% Hotel 18% private campgrd 10% public campgrd	38% 55-64 35% 45-54 26% 35-44	50% Male 51% Female	40% Couple 25% Imm Fam 10% Fam/Friends	UT, CA, WA, TX, MO	Scenic driving, wildlife watching, nature photography, recreational shop	53% Internet Search	
	F25%-R47%-M27%	5.2	80% Auto 9% RV/Motor 8% Air	39% Hotel 13% home of friend 12% private campgrd	41% 55-64 30% 45-54 17% 65-74	56% Male 44% Female	41% Couple 28% Imm Fam 18% Self	ID, CA, WA, UT, TX	Scenic driving, wildlife watching, nature photography, day hiking	35% Internet Search	
	drove thru West YNP	F32%-R41%-M28%	5.31	66% Auto 12% RV/Motor 11% Air	39% Hotel 13% home of friend 12% private campgrd	40% 55-64 35% 45-54 25% 35-44	53% Male 47% Female	46% Couple 26% Imm Fam 14% Self	CA, ID, UT, WA, CO	Scenic driving, wildlife watching, nature photography, day hiking	34% Internet Search
1 night in West Yell	F19%-R49%-M32%	5.12	70% Auto 15% RV/Motor 7% Motorcycle	51% Hotel 27% private campgrd 8% resort/condo	47% 55-64 33% 65-74 28% 45-54	54% Male 47% Female	51% Couple 25% Imm Fam 9% Self	CO, ID, MN, UT, CA	Scenic driving, wildlife watching, nature photography, day hiking	46% Internet Search	
	drove thru West Yell	F23%-R45%-M32%	4.59	74% Auto 16% RV/Motor 4% Air	40% Hotel 20% private campgrd 11% home of friend	42% 55-64 35% 65-74 33% 45-54	59% Male 41% Female	52% Couple 24% Imm Fam 12% Self	ID, CA, UT, CO, MN	Scenic driving, wildlife watching, nature photography, day hiking	42% Internet Search
	drove thru YNP	F25%-R45%-M30%	5.14	71% Auto 16% RV/Motor 9% Air	40% Hotel 18% private campgrd 11% public campgrd	44% 55-64 36% 65-74 30% 45-54	55% Male 45% Female	54% Couple 21% Imm Fam 11% Self	ID, CA, UT, ID, TX	Scenic driving, wildlife watching, nature photography, day hiking	42% Internet Search
2010											
1 night in West Yell	F43%-R37%-M20%	5.43	65% Auto 12% RV/Motor 12% Air	60% Hotel 16% private campgrd 13% 2nd/cabin/condo	41% 55-64 41% 45-54 27% 35-44	63% Male 37% Female	52% Couple 26% Imm Fam 12% Self	ID, CA, UT, TX, BRIT C	Scenic driving, wildlife watching, nature photography, recreational shop	42% Internet Search	
	drove thru West Yell	F36%-R47%-M18%	5.77	73% Auto 12% RV/Motor 8% Air	46% Hotel 14% home of friend 13% private campgrd	45% 55-64 33% 65-74 29% 45-54	59% Male 41% Female	50% Couple 20% Imm Fam 19% Self	ID, CA, WA, FL, MN	Scenic driving, wildlife watching, nature photography, recreational shop	36% Internet Search
	visited YNP*	F39%-R41%-M21%	5.75	72% Auto 13% RV/Motor 8% Air	49% Hotel 12% private campgrd 12% home of friend	41% 55-64 30% 45-54 26% 35-44	60% Male 40% Female	48% Couple 25% Imm Fam 16% Self	WA, ID, CA, MN, FL	Scenic driving, nature photography, wildlife watching, day hiking	33% Internet Search
2011											

\*YNP no longer included with "cities" in 2011

***FAMILY TRAVELERS (#1 TARGET AND LARGEST SEGMENT)***

Family travelers want a “value” in their experience. They want a quality experience, to create memories and family traditions, and to satisfy the spirit of shared adventures. Individually, people come to places like Yellowstone for the rejuvenation and restoration of soul and spirit. This group also includes a subset of non-traditional Family travelers such as those who are home-schooled, those families with children in year-round school, and then, too, those whose families are under school age. They like the natural aspect of Montana, the educational component, the fresh air, but most of all they’re looking for moments; small interactions within the family that define their commitment and love for each other.

***Psycho-demographic:***

- Age: 30-55
- HHI: \$40-60K
- With children (typically ages 6-17) *Note: we are not including families with children under age 6 due to lack of activities, child care assistance, etc.*
- Visits mountain destinations in the winter and summer
- More likely to travel during holiday, spring break or summer time periods
- Seeks “soft” adventure.
- Enjoy outdoor activities, hands on experience and tend to visit national and state parks, historic trails, museums and nature areas.
- Looking for a ‘value’ in their experience not only economically, but also emotionally and spiritually.

***ACTIVE MATURE TRAVELERS (#2 TARGET AND FASTEST GROWING SEGMENT)***

These travelers enjoy visiting historic sites and soft adventures. They can travel in shoulder seasons and are drawn to safe communities. They participate primarily in sightseeing, photography, and wildlife viewing. As this generation prides themselves on being more youthful than their parents, this results in matures spending more travel money, engaging in outdoor activities, and taking longer vacations. As a generation that saw the growth of environmental awareness from vision to practicality, most would consider themselves to be geotourists.

Additionally, boomers are responsible for creation of a new subset of travelers, the intergenerational (3G) travelers. Intergenerational travel focuses on the idea of families traveling together utilizing itineraries designed to appeal to family members of all ages, including children. This could be an extended family unit or grandparents and grandchildren. Grandparents (especially newly retired boomers) have the time, resources, and interest in traveling that parents may not. Tours and programs (such as *Elderhostel*) are now incorporating intergenerational travel focus into their products. West Yellowstone is perfectly positioned to meet the needs of intergenerational travelers.



*Psycho-demographic:*

- Adults 55-64
- High net worth
- Travels 5+ times per year
- Youthful and exuberant lifestyles.
- Spend more on travel and have more time to spend traveling.
- Not hindered by children unless choose to bring along children or grandchildren.
- Take longer and more frequent vacations.
- Often seek alternative lodging choices such as Bed & Breakfasts, Lodges and Vacation Rentals.
- Most interested in revisiting personal travel experiences and memories, such as a visit to a National Park or participating in a small town event such as a 4<sup>th</sup> of July celebration.

***GEO-TRAVELERS (#3 TARGET AND AN ACTIVITY-BASED GROUP CRITICAL TO THE FUTURE)***

The Geo-traveler is concerned with preserving a destination's geographic character – the entire combination of natural and human attributes that make one place distinct from another. They are interested in both the cultural and environmental and their individual economies and lifestyles. These travelers can be described as: creative, curious, connected, engaged, and adventurous.

By creating an emphasis on our abundant natural beauty and its proximity for activities at every level, we intend to develop the creative aspect of our marketing efforts to attract those who value Montana's values. We need to create an allure for those willing to commit their time and resources to less accessible locations and who tend to be high-value, low-impact visitors. These also tend to be environmentally aware consumers—"Sustainable Tourists" or "Geotourists."

*Psycho-demographic:*

- Age: 25-45
- HHI \$50K
- Education – Bachelors Degree
- Travel is an important part of their life, taking 3+ air trips/year.
- The ability to customize their experiences and create personal connections while traveling.
- The use of technology to plan their travels and explore their destinations before they arrive.
- An interest in immersing themselves in the culture.
- The ability to get off the beaten path and capacity to get out of their comfort zone.
- Their desire to live on a healthy planet.

## **GROUP TRAVELERS (#4 TARGET CONSISTING OF TOUR GROUPS, SMALL BUSINESS MEETINGS, CONFERENCES, AND CONVENTIONS)**

*While this has been a traditional market segment for West Yellowstone, historically we have left marketing of this segment to private sector business; primarily those involved with tour operators and FIT travelers. Our Chamber marketing efforts will continue to promote this segment through content on our website, FAM/Media participation, and social media tools. West Yellowstone businesses will continue their individual marketing campaigns for this segment.*

- Tour Groups: Especially those who specialize in International FIT and those who have clientele with an interest in nature and outdoor-related tours and the Rocky Mountain West.

## **TARGET GEOGRAPHIC MARKETS**

West Yellowstone's primary geographic target markets have included:

- *summer* visitors who come from Montana, Idaho, Utah, Colorado, Washington, California, and Oregon;
- *winter* visitors who come primarily from Pennsylvania, Montana, Minnesota, Michigan, Wisconsin, Illinois, Utah, Idaho, Washington, Georgia, and Florida.

West Yellowstone's emerging geographic target markets include:

- Texas and Nevada (both warm and winter seasons).
- Southern Canadian provinces including British Columbia, Saskatchewan, and Alberta (primarily for winter season/motor-powered sport segments).
- North and South Dakota with an emphasis on oil field "man camps" and nearby communities. During the winter of 2012, we ran limited web/social media targeted ad campaigns to these populations for specific events and activities. We immediately experienced an increase from these markets.

Through the Public Relation efforts and building our Internet presence, we also want to reach more domestic and international markets.

## **GOALS**

1. ***Attract visitors by communicating an image consistent with our long-term vision as a vacation destination and one that places high value on existing assets, amenities and natural resources of the region.***

Focus on the fact that we are THE closest gateway to Yellowstone, the most convenient for experiencing Yellowstone, especially targeting drive market population centers in a 5-10 hour radius (Utah, Idaho, Wyoming, Washington, Oregon, North and South Dakota, as well as southern Canada) and for some targeted campaigns, Montana.

- Focus on our traditional niche activities especially in winter and shoulder seasons. Increase focus on activities that match events such as biking (Old Faithful Cycle Tour), cross country

skiing (Yellowstone Ski Fest, Yellowstone Youth Ski Festival, Rendezvous Race), or fishing (FFF Conclave and Fair).

- Retain our traditional markets while focusing on expanding markets including baby boomers, family destination travel, and inter-generational travel. Offer new destination events such as Kids'N'Snow that appeal to these markets..
- Increase image as having historic and cultural sites.
- Increase visitation in shoulder seasons.
- Brand ourselves as a cross country ski destination.
- Foster a positive picture of our community, in touch with environmental concerns.

**2. *Continue to expand our marketing effectiveness by joining our efforts with those of marketing partners. Incorporate the Montana brand pillars and initiatives whenever possible.***

As much as our limited budget allows we will continue to partner with Montana Office of Tourism (MTOT) and other tourism organizations, particularly in West Yellowstone, and entities as we carry on toward fulfilling the goals of the State's 2008-2012 strategic plan. We will draw upon our private sector marketing partners, too. We understand the value of participating in cooperative activities that help stretch marketing dollars in new ways and reduce duplication where possible.

**3. *Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West Yellowstone, and spends significant dollars.***

We will use a variety of proven marketing efforts and track those efforts. Across every season we will appeal to our identified audiences and markets.

## ***PLAN SUPPORTS THE 5-YEAR STATEWIDE TOURISM STRATEGIC PLAN***

This marketing plan aligns with the state's 2008-2012 Strategic Plan. Each project application form included with this plan details specific strategic plan items addressed by that project. Projects for this year in general support the following 5-year Strategic Plan items either directly or indirectly:

- Goal 1:** Increase four-season tourism revenues through effective marketing and promotions, focusing on high-value, low-impact visitors.
- Goal 4:** Enhance and preserve Montana's culture and history.
- Goal 5:** Support appropriate tourism business growth, including new tourism products and services for target customer markets.
- Goal 7:** Improve Montana's transportation system for both residents and visitors.

## ***MEASURABLE OBJECTIVES***

The following general objectives will be incorporated where applicable into specific projects. There may also be additional specific objectives established for a particular project.

1. Performance objectives include:



- A 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
  - 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service. The 5-year rolling average (July 2006 through June 2011 to align with our marketing budget years) of visitation through the west entrance to Yellowstone Park in West Yellowstone is 1,339,031. A 0.6% increase would equate to an increase of 80,358 visitors.
2. Web and social media influence measured by:
    - 2% increase in annual website visitation over the previous year (July 2011 through June 2012)
    - 5% increase in social media website followers over the previous year including Facebook, Twitter, and Pinterest pages.
  3. Private sector and public agency participation in at least two projects.
  4. Participation with one or both of the local marketing funds in at least three projects

## **MARKETING METHODS (INCLUDING ADVERTISING MEDIA)**

*We plan to use a combination of traditional advertising, marketing director, and new technologies to implement our FY12 Marketing Plans*

### **TRADITIONAL ADVERTISING:**

We plan to use traditional advertising media in combination with new internet options to gain the best ROI for our projects. Components could include:

- **Print Advertising:** We will continue to use this print, but include an accompanying web component whenever possible (event based marketing projects, Cross Seasonal marketing.)  
**Distribution:** This will be used to assure that our Vacation Guide remains stocked at visitors' centers throughout the region.
- **Out-of-Home:** We could utilize strategic billboard or transit image placement for shoulder and winter seasons (Cross Seasonal marketing, destination events, or Motor-powered marketing projects).
- **Printed Materials (essential 'tools'):** This medium will be used as needed in specific projects. Possible projects could include posters, information sheets, calendar of events, etc., as well as important tools such as updating our All Season trail map and "West of Yellowstone Park" wildlife and scenic touring maps for the shoulder season or times when Yellowstone Park is not open via the west entrance.
- **Publicity:** Continue to generate our own news releases as well as assist other community-based organizations in distributing their releases.
- **Web-based Marketing:** Web-based marketing, including our Chamber website, will provide the backbone of our marketing efforts, including the following specific web-based methods:

- Web Page content and photo updates
- Website landing pages to measure specific ad response
- Website Development through new technologies
- SEO through best available tools and practices
- SEM through analytics, marketing research, PPC and PCC programs
- Social Media marketing to expand our virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. Migrate personal Facebook pages to communities ones. Further develop the West Yellowstone Chamber Facebook, Twitter, and Pinterest accounts to distribute information and publicize events. Enhance content, photo, and video on social media and other travel-related sites such as Trip Advisor and Google Maps, as well as web-based event calendars and publications. Working as a community, we can dramatically raise the visibility and content of West Yellowstone on the internet

#### ***MARKETING PERSONNEL:***

- **Marketing Personnel:** The Marketing Director position was designed to spearhead projects so as to ensure consistent progress and message, create strong private and public sector partnerships to expand our marketing resources, explore potential niche markets such as railroad buffs and, as well, market to groups, meetings & conventions. This position was ideally filled by someone who lived in our community, understood its dynamics and that of surrounding areas, and could act as a 'quick response unit' when needed for unanticipated marketing and publicity challenges requiring immediate and proactive action. Synergistic coordination with other local and regional marketing funds, events, and projects is also key.

This position is also responsible for publicity and media communications, development and distribution of on-line press and information releases; development of a media (print) database and distribution of information to these sources on a regular basis; development and maintenance of a social networking marketing strategy that focused on web-based travel sites, social networking sites, personal information/blogs sites, and community workshops.

#### ***MARKET DEVELOPMENT:***

- **Destination Event Marketing:** Since 2010-2011, we have taken small community events and added an additional layer of promotions to market these as destination events appealing to regional travelers, and even some long-distance ones through advertising and social media notices via the Internet. These destination events usually take place during our shoulder or winter seasons at a time when there are fewer visitors to West Yellowstone. By working together with local strategic partners (Yellowstone National Park Service, USFS Hebgen Lake District, West Yellowstone Ski Education Foundation, local non-profits such as the Grizzly & Wolf Discovery Center, and local businesses), we can offer multi-day events. We can also offer a value component by working with local lodging properties, attractions, and restaurants to offer special promotions or packages. These events have been funded by a series of public-private partnerships and focused in a 300-mile geographic radius. This year, we will continue to offer

these events and programs, expanding to new market or target geographies.

- **Community Outreach Publicity and Education Program:** We realize that our best advertising advocates are employees and businesses that have daily, face-to-face interaction with visitors. The more knowledge these people have about events, attractions and activities, and other seasons the more they can “sell” for us. *Our goal is to help create the most positive visitor experience possible so our visitors are inspired to return again to West Yellowstone with their families and friends.* We will use various tools in this Community Outreach program, including but not limited to:
  - “Just for Today” a regular updating of events and activities distributed throughout the community
  - Publicize and promote use of the website “Calendar of Events,” mass faxes, and information sheets.
  - “Breaking News” reports providing information on important concerns or issues distributed through the website, mass fax, and door-to-door distribution
  - Creation of “scripts” that can be used by front desk staff on various topics ranging from road construction in Yellowstone Park, winter access process and updates, and upcoming events and highlights. Other scripts could include market knowledge for niche markets such as geotourists, specific activity interests, etc. (for example, hiking trails by season).
  - Work with business owners to help their employees become more knowledgeable and facilitate broader employee orientation programs using existing resources and services and highlighting area attractions. This could include one-on-one contact with local business owners and staff.
  - Work with business owners and their employees to further a virtual community of West Yellowstone businesses using a variety of social networking and travel-related websites.
  - Our Community Outreach Program would cover both warm and winter seasons.
  - Our Community Outreach Program would also extend to our tourism partners in other Montana gateway communities including Gardiner, Cooke City, and Red Lodge.

### **TECHNOLOGY ENHANCEMENTS:**

**Mobile Application:** In 2011-2012, we partnered with the West Yellowstone TBID to create a mobile application for West Yellowstone. This year, we plan to continue to load additional photos and content (maps and area trails, campsites, marinas, and docks), update event information, and make changes as needed to business listings.



**West Yellowstone Chamber of Commerce**

**Accommodation Tax Marketing Budget: Fiscal Year 2012/2013**

<b>Income</b>	<b>Forecast</b>
WYM estimate bed tax revenue: 95% of estimated collection	148, 785.00
WYM estimated funds not expended from FY	8,600.00
WYM estimated additional earnings beyond estimate above	0
	157, 385.00

<b>Project Description/Category</b>	<b>PROJECTED</b>
<b>Marketing Support</b>	
Administrative (up to 20% of 95% of estimated collection)	28,269.00
Opportunity Marketing (up to 10% of 95% of estimated collection)	200.00
Cooperative Marketing (up to 20% of 95% of estimated collection)	0
TAC Meetings/Gov Conf/Partners Marketing	2,400.00
Marketing and Professional Services Position	46,000.00
Guide distribution	4,000.00
Joint Venture:	
Montana Tourism Organization Support	100.00
Market Development:	
West Yellowstone Airport Marketing/Grant	1,100.00
Tribal Tourism: AIA/NTA	500.00
Other	
Crisis Management	500.00
<b>Consumer Advertising: Tools</b>	
"West of Yellowstone Park" Map Project fall and spring maps	3,200.00
All –Seasons Trail Map update and reprint	5,500.00
<b>Consumer Marketing: Destination Event Promotion</b>	
Nordic ski (cross country) Multi-media marketing	14,000.00
Snowmobile Events Multi-media marketing	10,000.00
NAIFC Ice Fishing Tournament Marketing	3,000.00
Kids'N'Snow (including S'mores)	2,500.00

<b>Consumer Marketing: Segments</b>	
Muscle-powered activity specific: biking, hiking, cross country skiing, photography, fishing	9,000.00
Motor-powered activity specific: snowmobiling, snowmobile & snowcoach in Yellowstone, ATV, motorboat fishing, motorcycle & car groups	8,000.00
Cross-Seasonal Marketing/Return visitors (including Comeback campaign)	2,716.00
<b>Total Web: Web and Social Media</b>	
Web Maintenance: Web Cam hosting and maintenance, Labor to update website (Laurie), additional website development	8,000.00
Web advertising	2,700.00
Mobile application	5,700.00
	157,385.00

***IDENTIFICATION OF PROJECTS AND AMOUNTS***  
*to eliminate or reduce should revenues decrease by 10%.*

Based on the budget on the preceding pages, West Yellowstone would plan to eliminate and/or reduce the following projects:

- Reduce Administration by: \$2,200.00
- Reduce Opportunity by: \$200.00
- Reduce All-Season Trail Map by: \$575.00
- Reduce Web Advertising by: \$2,700.00
- Reduce Web Maintenance by: \$2,200.00
- Reduce Muscle-Powered activity specific by: \$4,000.00
- Reduce Motor-Powered activity specific by: \$3,000.00

Approval Requested

  X   Final

       Preliminary

## **Application for projects over \$500**

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** MARKETING SUPPORT:

FULL-TIME MARKETING/PUBLIC RELATIONS PERSONNEL

**Application Completed by:** MARYSUE COSTELLO

WYM has had a marketing and public relations position continuously for the past year and a half. We have found this position to be very efficient and cost effective. The value of the local knowledge of the community and of situations cannot be overstated. During this time, this position has:

- been critical at pulling together resources and funding for a number of projects over the past two years. These campaigns were more effective due to a combination of funding through multiple sources and public and private sector participation.
- been integral in formulating and updating our annual marketing plan, goals, objectives, and specific projects. In addition to creating the plan, this position has been responsible for the execution of its strategies across all advertising campaigns and in our web presence.
- raised the level of marketing awareness and participation within our community. Weekly marketing 'blasts,' consistent marketing reports at Chamber (CVB) meetings, and monthly marketing meetings are 'raising the bar' when it comes to marketing knowledge and application.
- conducted public workshops and specific public meetings and presentations (e.g., the 2010 Accommodations Marketing Plan) allowing the community a chance to become involved in the process required to formulate and implement a successful marketing program. It has saved the dollars that would have been devoted to a marketing plan retreat and development of the plan by an agency.
- been very cost effective when creating and distributing our own publicity information, creating or updating our internet sites and social networking tools, doing our own media buys (avoiding subsequent markups), making our own basic in-house creative, shopping for the "best deals, marketing communications with the community (e.g., "weekly Marketing Blasts"), and can be totally attentive to press on a one-to-one basis, etc.
- presented and promoted examples of new marketing tools such as social networking. Multiple Facebook and Twitter accounts (general Chamber destination accounts or specific destination event accounts or significant information distribution such as fire information) continue to grow



exponentially each week as friends refer their friends and relatives to us. We have received numerous follow-up emails requesting travel information, winter access updates, and event RSVP's.

- formulated the strategy for publicity and public relations initiatives.
- worked with and directs any required professional agencies for high quality production and development of projects that require unique skills, such as developing our internet and social media framework.

While not exhaustive (nor is it intended to be), the detail page attached provides the job description in a graphic form.

#### OBJECTIVES

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Performance objectives include:
  - a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
  - c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.
2. Web and social media influence measured by:
  - a. 2% increase in annual website visitation over the previous year (July 2011 through June 2012)
  - b. 5% increase in social media website followers over the previous year including Facebook, Twitter, and Pinterest pages.
3. Private sector and public agency participation in at least two projects.
4. Participation with one or both of the local marketing funds in at least three projects

#### **Refer to the portions of your marketing plan, which support this project.**

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as accurately as possible, to assure funding is used to reach an audience that asks for information, travels to West and spends significant dollars.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

#### **How does this project support the Strategic Plan?**

WYM believes that this position actually has the potential to support all aspects of the strategic plan. Though specifically we would say:

Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns.

Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts.

Goal 2.1: Attain public policy and citizen support for sustainable tourism and recreation.

### Detail

This graph of duties is not an exhaustive listing (nor is it intended to be) of the position. Emerging situations, media changes, and response to opportunities will result in the need for adaptation.

	Advertising	Publicity and Public Relations	Outreach	Web and Social Media
<b>Roles and Responsibilities</b>				
Strategic planning (including annual marketing plan), development, implementation and evaluation with administrative staff and marketing team	X	X	X	X
Research travel trends, traveler perceptions, marketing technologies and methods of implementation	X	X	X	X
Plan and manage resources according to approved budgets	X	X	X	X
Analysis and reports on approved budget items	X	X	X	X
Establish contracts	X	X		X
Produce relevant content and basic creative	X	X	X	X
Work proactively with Montana Office of Tourism and other tourism partners, both public and private, to maximize impact and reach	X	X	X	X
Work with administrative staff and marketing team for crisis communications		X	X	X
Create and manage media database program	X	X	X	X
Monitor and add content		X		X

**WEST YELLOWSTONE CHAMBER OF COMMERCE  
MARKETING SUPPORT: FULL-TIME MARKETING/PR POSITION**

	<b>State Tourism Funds</b>		<b>Other Funds</b>		<b>Total</b>
<b>PROFESSIONALSERVICES:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	\$0		\$0		\$0
<b>MARKETING/ADVERTISING:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	\$0	+	\$0	=	\$0
<b>TRAVEL:</b>					
Personal Car	\$ 200	+	\$0	=	\$ 200
Commercial Transportation	\$ 300	+	\$0	=	\$ 300
Meals	\$ 200	+	\$0	=	\$ 200
Lodging	\$ 400	+	\$0	=	\$ 400
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	\$ 1,100	+	\$0		\$ 1,100
<b>OTHER:</b>					
Full-Time Position	\$44,437	+	\$0	=	\$44,437
Training, classes, workshops	\$ 463	+	\$0	=	\$ 463
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	
<b>TOTAL</b>	\$44,900		\$0		\$44,900
<hr/>					
<b>REGION/CVB PROJECT TOTAL</b>	\$46,000	+	\$0	=	\$46,000

**Approval Requested**  X   Final       Preliminary

## **Application for projects over \$500**

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** MARKETING SUPPORT: DISTRIBUTION OF VACATION PLANNERS

**Application Completed by:** MARYSUE COSTELLO

Demand for West Yellowstone's Vacation Planner by Visitors Centers around the area remains high. We consider providing information for these guests bound for West Yellowstone as an important part of our marketing efforts. We also increase our level of respect and cooperation because we build relationships with other Chambers and CVB's and we enhance their ability to help guests by providing the requested information.

### **Objectives**

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Distribute all 35,000 copies of our planner
2. Performance objectives include:
  - a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
  - c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.

**Refer to the portions of your marketing plan, which support this project.**

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

**How does this project support the Strategic Plan?**

Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts.  
Goal 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.



**Detail**

It is our plan to have the following Centers included in this distribution of 35,000 copies of our Vacation Planner. Others may be included as calls are received and supplies warrant.

**Idaho**

Coeur d' Alene, Twin Falls, Malad City, Idaho Falls, Teton Valley, Ashton, Rexburg, St. Anthony Pocatello

**Montana**

Big Timber, Big Horn Historic Center, Billings, Broadus, Culbertson, Dillon, Hardin, Red Lodge, Shelby, St. Regis, Wibaux

**Wyoming**

Buffalo, Cody, Jackson, Cheyenne, Sundance, Kaycee, Sheridan, Pinedale, Thermopolis

**Utah**

Salt Lake downtown, Bear Lake Visitor Center, Bear Lake State Park, Bear River Valley Chamber of Commerce, Salt Lake City airport, Tremonton, Cove Fort, Utah Office of Tourism

**West Yellowstone Chamber of Commerce**  
**Marketing Support: Distribution of Vacation Planners**

	State Tourism Funds	Other Funds	Total
<b>PROFESSIONALSERVICES:</b>			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

<b>MARKETING/ADVERTISING:</b>			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$0 +</b>	<b>\$0 =</b>	<b>\$0</b>

<b>TRAVEL:</b>			
Personal Car	\$0 +	\$0 =	\$0
Commercial Transportation	\$0 +	\$0 =	\$0
Meals	\$0 +	\$0 =	\$0
Lodging	\$0 +	\$0 =	\$0
Vehicle Rental	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$0 +</b>	<b>\$0</b>	<b>\$0</b>

<b>OTHER:</b>			
US Postal/FedEx & UPS Ground	\$4,000 +	\$0 =	\$4,000
and distribution direct from printer	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	
<b>TOTAL</b>	<b>\$4,000</b>	<b>\$0</b>	<b>\$4,000</b>

<b>REGION/CVB PROJECT TOTAL</b>	<b>\$4,000 +</b>	<b>\$0 =</b>	<b>\$4,000</b>
-------------------------------------	------------------	--------------	----------------

<b>Approval Requested</b>
---------------------------

<u>  X  </u> Final
--------------------

<u>      </u> Preliminary
---------------------------

## **Application for projects over \$500**

**Organization Name:** WEST YELLOWSTONE CHAMBER OF COMMERCE

**Project Name:** MARKET DEVELOPMENT: WEST YELLOWSTONE AIRPORT

**Application Completed by:** JAN STODDARD

The Yellowstone Airport, located two miles north of West Yellowstone, is the closest airport to Yellowstone National Park. It is served seasonally, under the Essential Air Service Act, by SkyWest Airlines with 35 passenger aircraft two to three times a day from June 10 through September 30. Yellowstone Airport (WYS) is the eighth largest commercial airport in the state, with full amenities and two car rental companies. Yet, only about half of one percent of visitors to the park utilizes the airport.

The Small Community Air Service Development Program (SCASDP) provides grant-in-aid financial assistance to small communities to improve their air service including marketing campaigns, website enhancements, and advertising. SCASDP grants do require funding from the local community (1:5 match). We were approached by the West Yellowstone airport director regarding working together on a SCASDP grant for 2012 and in general the promotion of the proposed new RJ service in summer 2013.

The grant is designed to increase ridership and will include market research and marketing of the airport directed at both private pilots and commercial passengers. We believe this to be an excellent project for our accommodation tax dollars.

### **Objectives**

1. Performance objectives include:
  - a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
  - c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.
2. Web and social media influence measured by:
  - a. 2% increase in annual website visitation over the previous year (July 2011 through June 2012)
  - b. 5% increase in social media website followers over the previous year including Facebook, Twitter, and Pinterest pages.

**Identify the portions of your marketing plan which support this project.**

- ◆ One of our strengths is our seasonal airport. Increasing its visibility and use will respond to our overall goals.
- ◆ Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- ◆ Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

**How does this project support the Strategic Plan?**

- Goal 1.1.a: Expand partnerships with tourism businesses/attractions as co-op partners.  
Goal 1.2.a: Amplify targeted marketing to attract groups, meetings and conferences.  
Goal 2.4: Address policy issues of note through collaborative efforts with stakeholders.  
Goal 7: Improve Montana's transportation system for both residents and visitors.

**Detail pages attached**   Yes   ☒ **No**

**Budget page must be attached for approval.**



**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET  
MARKET DEVELOPMENT: WEST YELLOWSTONE AIRPORT**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	\$0		\$0		\$0

<b>MARKETING/ADVERTISING:</b>					
Media placement	\$1,100	+	\$0	=	\$1,100
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	\$1,100	+	\$0	=	\$1,100

<b>TRAVEL:</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	\$0	+	\$0		\$0

<b>OTHER:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	
<b>TOTAL</b>	\$0		\$0		\$0

<b>REGION/CVB PROJECT TOTAL</b>	<b>\$1,100</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$1,100</b>
-------------------------------------	----------------	----------	------------	----------	----------------

Approval Requested

  X   Final

       Preliminary

## **Application for projects over \$500**

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** MARKETING SUPPORT: TRIBAL TOURISM SUPPORT

**Application Completed by:** JAN STODDARD

As part of the 2012 Marketing Plan recommendations from the Travel Advisory Council, we need to work with representatives from the Indian nations & reservations, and other tourism partners, to promote Indian tourism. In conferring with state tribal leaders, they suggested that we could help by educating visitors about the importance Yellowstone played for the Indian nations for the bison, food sources, obsidian, and medicinal plants and herbs.

For the first year, we planned to add content about these subjects (photos, narrative, and stories) to both our Chamber website and our annual vacation planner. We also wanted to leverage local resources with existing knowledge about these subjects and offer a speaker series at the Visitor Center (or other locations) throughout the summer and fall to the large number of visitors we receive from Yellowstone Park. We planned to work with Yellowstone Country Region to fund this series.

Over the past year, we did create a page on our new website with content, links to state-wide tourism events, and a "Bannock Trail" map. However, we were unable to finalize the speaker series. In researching content for this project, our summer resource ran into a number of challenges. Native history is primarily oral and establishing a relationship with each of the tribes to discover those histories proved to be beyond our resources.

Additionally we didn't feel comfortable in attributing white interpretation of native presence, routes and histories. In the end we did base our map on a resource that relied on archeological evidence. A more complete effort remains a possible project for the future, if resources could be identified and allocated over a longer period of time, both from within our tourism organizations and the Montana tribes.

For this current marketing year, we plan to continue to enhance the content, photos, links, and events on our new website. We have included a \$500.00 partnership contribution to the 14th Annual American Tourism Conference, September 23-26, 2012 in Billings, Montana to assist the Crow Nation and other Montana tribes in hosting this important event.

### **Objectives**

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Web and social media influence measured by:
  - a. 2% increase in annual website visitation over the previous year (July 2011 through June 2012)
  - b. 5% increase in social media website followers over the previous year including Facebook, Twitter, and Pinterest pages.
2. Private sector and public agency participation in at least two projects

**Refer to the portions of your marketing plan, which support this project.**

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations.

**How does this project support the Strategic Plan?**

Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts.

Goal 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.

**Detail pages attached Yes**

**No** ☐

**Budget page must be attached for approval.**

**West Yellowstone Chamber of Commerce**  
**CONSUMER MARKETING SEGMENTS: TRIBAL TOURISM SUPPORT**

	State Tourism Funds	Other Funds	Total
<b>PROFESSIONALSERVICES:</b>			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$0 +</b>	<b>\$0 =</b>	<b>\$0</b>
<b>MARKETING/ADVERTISING:</b>			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$0 +</b>	<b>\$0 =</b>	<b>\$0</b>
<b>TRAVEL:</b>			
Personal Car	\$0 +	\$0 =	\$0
Commercial Transportation	\$0 +	\$0 =	\$0
Meals	\$0 +	\$0 =	\$0
Lodging	\$0 +	\$0 =	\$0
Vehicle Rental	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$0 +</b>	<b>\$0 =</b>	<b>\$0</b>
<b>OTHER:</b>			
Enhance website page (included in web maintenance project costs) with content, links, and photos	\$0 +	\$0 =	\$0
Contribution to AIANATA event hosting	\$500 +	\$500 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	
<b>TOTAL</b>	<b>\$500</b>	<b>\$500</b>	<b>\$0</b>
<hr/>			
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$500 +</b>	<b>\$0 =</b>	<b>\$500</b>



Approval Requested

  X   Final

       Preliminary

**Application for projects over \$500**

**ORGANIZATION NAME:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**PROJECT NAME:** MARKETING SUPPORT: CRISIS MANAGEMENT

**APPLICATION COMPLETED BY:** MARYSUE COSTELLO & JAN STODDARD

Public relations are a key role in maintaining West Yellowstone's position as a top destination for travelers to Yellowstone Park and southwestern Montana. Public relations challenges for 2012-2013 will derive from known factors and possibly unanticipated ones as well.

A primary challenge will be the economic downturn and convincing the traveling public that our destination is value-based. The public's perception of Yellowstone Winter access will also continue until a mutual resolution is achieved. In the light of a negative decision or delayed winter access, this situation could escalate into crisis status for our community.

Additionally, we are often confronted by unanticipated challenges including natural disasters that require crisis management. For example, on Wednesday, June 27<sup>th</sup>, 2006 a fire erupted on the Madison Arm of Hebgen Lake just two miles north of West Yellowstone and six miles west of Yellowstone Park. An immediate information campaign was required to ensure accurate, timely, and continually updated information was sent to area businesses, residents, and visitors. A crisis management plan with unified public relations and community wide updates was immediately implemented.

This plan included additional unanticipated expenditures including increasing hours of marketing publication relations and other support staff during the crisis. Additionally, we hired additional staff to man the VIC and distribute bulletins to local businesses. If another crisis situation would arise, we would immediately implement a similar crisis management plan.

Our crisis management plan would include these components:

- Coordination with all agencies to have effective input in all press releases.
- Update relevant website content (including our "Breaking News" and "Roads Information" pages on our own website, Chamber Facebook and Twitter accounts, as well as updates in relevant trip blogs such as Trip Advisor. *Note: it is critical to have updates in place early in the morning and throughout the day as situations are updated or changed.*
- Issue news releases if needed.
- Website content and news releases could contain the following:
  - Overview related to visitors
  - Specific information on the incident (location, size, containment, closures, evacuations, air quality)
  - Information on major road closures, alternative routes, major roads that are still open
  - Areas, attractions, and activities that are still available
  - Phone numbers and websites for additional information

- Update Yellowstone fire-specific pages on Facebook and Twitter that have already been established. These are specific social media accounts setup just for fire or other incidents that can be accessed by travelers. If needed, we can begin using these immediately, send it to existing followers, promote on our existing web pages and other social media accounts, and use to alert media and local business partners.
- Coordination with Yellowstone Park concessionaires to have an effective communication channel for all Yellowstone guests.
- Create and distribute notices to local and area businesses to better assist with their guests.
- Distribute appropriate information to key tourism contacts including MTOT, Wyoming Travel, Idaho Tourism, Yellowstone Country, other appropriate countries, appropriate Chambers and CVB's including organizations in neighboring states of Idaho and Wyoming, and the Salt Lake Utah area.
- Coordination with media including radio and television, news services. Coordination of radio Public Service Announcements if needed (PSA's).

### **Objectives**

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Performance objectives include:
  - a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections
  - c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.
2. Web and social media influence measured by:
  - a. 2% increase in annual website visitation over the previous year (July 2011 through June 2012)
  - b. 5% increase in social media website followers over the previous year including Facebook, Twitter, and Pinterest pages.
3. Private sector and public agency participation in at least two projects.

**Refer to the portions of your marketing plan, which support this project.**

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to expand our marketing potential by participating in partnerships with other tourism organizations and public agencies.

### **How does this project support the Strategic Plan?**

Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts.

Goal 1.4: Improve Montana's Visitor Information System to extend visitor stays and spending.

**Detail pages attached**    Yes    ☒ **No**

**WEST YELLOWSTONE CHAMBER OF COMMERCE  
MARKETING SUPPORT: CRISIS MANAGEMENT**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Coordination/management (including interagency media participation, web site updates, distribution of information, labor, fax and emails)	\$400	+	\$0	=	\$400
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$400</b>		<b>\$0</b>		<b>\$400</b>
<b>MARKETING/ADVERTISING:</b>					
Internet news releases, radio PSA's	\$100	+	\$0	=	\$100
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$100</b>	+	<b>\$0</b>	=	<b>\$100</b>
<b>TRAVEL:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>	+	<b>\$0</b>		<b>\$0</b>
<b>OTHER:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<hr/>					
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$500</b>	+	<b>\$0</b>	=	<b>\$500</b>

Approval Requested

  X   Final

       Preliminary

## **Application for projects over \$500**

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** CONSUMER ADVERTISING TOOLS: REPRINT “WEST OF YELLOWSTONE PARK”

**Application Completed by:** JAN STODDARD

Each spring, West Yellowstone has a unique opportunity. From mid-March through mid-April, Yellowstone Park closes the west entrance located at the edge of our community. This closure facilitates moving roads and facilities from oversnow conditions to public vehicular travel allowed during ‘warm’ season months.

Historically, this creates several challenges. Inevitably, we have destination travelers (especially international ones) arrive to experience Yellowstone Park without prior knowledge of this closure. We also need to attract visitors to support year-round businesses including lodging, restaurant, and retail properties to sustain a healthy economy for our community. Our Chamber Marketing Committee has been grappling with these challenges and came up with an exciting idea.

The unrealized opportunity is that during this time, we can offer similar wildlife watching and photographic opportunities outside of Yellowstone Park. There is a wealth of wildlife that can be easily spotted near West Yellowstone from the bison located along the western boundary of Yellowstone, bighorn sheep along Hebgen and Quake Lakes, elk and antelope feeding in fields, eagles and osprey along the roadways, and much more.

In the spring of 2011 (and updated in Spring of 2012), we created a tear-off map that includes all the information needed. One side depicted the roads and locations for potential wildlife watching and bird watching. The other side contained more detailed information including: suggested routes for day trips in and around West Yellowstone that correspond with the map; opening dates for roads, facilities, and attractions, and general information.

For this coming year, we plan to create a “fall” version of this map adding hiking and biking trails that we intentionally leave off in the spring season when access is restricted by snow or water. We will also update a “spring” version for 2013. We work with Yellowstone National Park and the Forest Service districts surrounding West Yellowstone to update the map with the correct Yellowstone and USFS trail opening dates and information.

Maps will be physically distributed at the West Yellowstone Visitor Center and at various locations in and around West Yellowstone (lodging properties, restaurants, retail, and attraction locations). We will also distribute an electronic version through the internet, via our website and social media websites, and in response to emails. (A limited number of printed copies could be mailed upon request.) We will also use the map as an “offer” through very targeted web advertising to raise interest and generate some ‘buzz’ about visiting West Yellowstone at this time of year.

We will encourage our private sector to put links on their websites back to this map. Additionally, we will work with them to also develop special packages for this time that we can promote and will display



on our website. Individual properties have also offered to distribute these maps at consumer trade and outdoor shows.

#### **OBJECTIVES**

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Performance objectives include:
  - a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
  - c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.
2. Web and social media influence measured by:
  - a. 2% increase in annual website visitation over the previous year (July 2011 through June 2012)
  - b. 5% increase in social media website followers over the previous year including Facebook, Twitter, and Pinterest pages.
3. Private sector and public agency participation in at least two projects.
4. Participation with one or both of the local marketing funds in at least three projects

**Refer to the portions of your marketing plan, which support this project.**

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Target our market as accurately as possible.

#### **How does this project support the Strategic Plan?**

Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns.

Goal 1.2: Promote Montana to target groups/events, emphasizing off-peak season activities.

#### **Detail**

##### **“West of Yellowstone Park” Map**

We will update and print an 11 X 17” full color two side’s tear-off map, along with an electronic (.pdf) version. 3,000 quantity. One print run for Fall 2012 and one for Spring 2013

##### **Potential Online Marketing**

In addition to local and regional distribution, we would offer the “West of Yellowstone Park” map to specific geographic audiences located within targeted drive markets including Idaho, eastern Washington, Utah, especially Salt Lake City and adjoining cities. Additionally, we would also target individuals with interest in activities specific to spring including wildlife watching, photography, and cycling. We would use online marketing including:

- Our own Chamber website, Facebook and Twitter pages.
- PPC or banner ads on Facebook and other social networking sites
- Travel websites geared to our targeted market segments (family, multi- or inter-generational family travel, active matures, geotravelers).

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET**  
**CONSUMER ADVERTISING TOOLS: REPRINT "WEST OF YELLOWSTONE PARK"**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Design & Layout of print including map and web banners	\$950	+	\$0	=	\$950
Print production	\$1,755	+	\$0	=	\$1,755
Mailing and distribution costs	\$50	+	\$0	=	\$50
Convert to an electronic .pdf	\$45	+	\$0	=	\$45
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$2,800</b>		<b>\$0</b>		<b>\$2,800</b>

<b>MARKETING/ADVERTISING:</b>					
Internet Advertising (Google, Facebook)	\$400	+	\$0	=	\$400
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$400</b>	+	<b>\$0</b>	=	<b>\$400</b>

<b>TRAVEL:</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>	+	<b>\$0</b>		<b>\$0</b>

<b>OTHER:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>

<b>REGION/CVB PROJECT TOTAL</b>	<b>\$3,200</b>	+	<b>\$0</b>	=	<b>\$3,200</b>
---------------------------------	----------------	---	------------	---	----------------

**Approval Requested**

  X   Final

       Preliminary

## **Application for projects over \$500**

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** CONSUMER ADVERTISING TOOLS: ALL-SEASONS TRAIL MAP

**Application Completed by:** JAN STODDARD

Last year, we extensively overhauled our Cross Country Ski trail map. In addition to adding new loops and the biathlon range on the existing Rendezvous Ski Trail, we added trail information for locations north of West Yellowstone off Highway 191 through Yellowstone Park, and west of West Yellowstone in the national forests around Hebgen Lake. We also expanded the brochure from just Nordic skiing to also include trail indicators for snow shoeing, hiking, and biking making it an “all season” trail map.

We have been informed that the Hebgen Lake District of the Gallatin National Forest is working on a test project that will color code the trails indicating the specific types of activities we added last year. We want this map to follow the color scheme being developed by the USFS and will need to update and reprint it when that information is available.

We are also gathering comments for other changes and additional information from local businesses and users that can be incorporated at the time we are making the above changes.

Availability of the new map would be announced on our social media pages. Maps would also be distributed at the Visitor Center, USFS office, Rendezvous Trailhead Building, at local businesses, and at relevant activities and events.

### **Objectives**

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Performance objectives include:
  - a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
  - c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.
2. Web and social media influence measured:
  - a. 2% increase in annual website visitation over the previous year (July 2011 through June 2012)
  - b. 5% increase in social media website followers over the previous year including Facebook, Twitter, and Pinterest pages.
3. Private sector and public agency participation in at least two projects.

**Refer to the portions of your marketing plan, which support this project.**

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Target our market as accurately as possible.

**How does this project support the Strategic Plan?**

Goal 1.1b Continue winter marketing, promoting Montana as a superb winter destination.

Goal 1.2.a: Amplify targeted marketing to attract groups, meetings and conferences.

While not listed as a goal, this project will continue to enhance our relationship with both the USDA Forest Service and the US Park Service. The trails covered by this map are the result of long-time cooperation and commitment from both of these public agencies.

**Detail**

Quantity: 20,000 although this number may change by the time of printing, depending on cost at time of printing.

Size: 18.25 x 13 and folds to 3.69 x 6 to fit in clothing pockets.

Stock: white 80# House Dull Text, recycled paper

Ink: Four color and 2 sided

Distribution: Primarily through our private sector and our Visitors Center, per email, although some will also be distributed to area ski/bike shops and taken to consumer shows. We will also convert the map to an electronic .pdf and upload to websites and make available for download.

**Potential Online Marketing**

In addition to local and regional distribution, we would promote this map to specific geographic audiences located within targeted drive markets including Idaho, eastern Washington, Utah, especially Salt Lake City and adjoining cities. Additionally, we would use the map to promote West Yellowstone as a family friendly destination to muscle-powered activity groups and our targeted market segments. We would use online marketing including:

- Our own Chamber website, Facebook and Twitter pages.
- PPC or banner ads on Facebook and other social networking sites
- Travel websites geared to our targeted market segments (family, multi- or inter-generational family travel, active matures, geotravelers).

**West Yellowstone Chamber of Commerce  
CONSUMER ADVERTISING TOOLS: REPRINT CROSS COUNTRY SKI BROCHURE**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Updates and new National Forest map sections	\$700	+	\$0	=	\$700
Redesign and update existing artwork	\$655	+	\$0	=	\$655
Create a .pdf version	\$45	+	\$0	=	\$45
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$1,400</b>		<b>\$0</b>		<b>\$1,400</b>
<b>MARKETING/ADVERTISING:</b>					
On-line marketing	\$250	+	\$0	=	\$250
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$250</b>		<b>\$0</b>		<b>\$250</b>
<b>TRAVEL:</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>OTHER:</b>					
Printing per detail page	\$3,850	+	\$0	=	\$3,850
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$3,850</b>		<b>\$0</b>		<b>\$3,850</b>
<b>REGION/CVB PROJECT TOTAL</b>					
	<b>\$5,500</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$5,500</b>

Approval Requested

  X   Final

       Preliminary

## Application for projects over \$500

**ORGANIZATION NAME:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** CONSUMER MARKETING DESTINATION EVENTS PROMOTION: CROSS COUNTRY SKIING

**APPLICATION COMPLETED BY:** JAN STODDARD

West Yellowstone is fortunate to have the perfect mix of cross country ski opportunities with a nationally-recognized trail system in the Rendezvous Ski Trails, one of the few pet-friendly trails in the Boundary Trail paralleling the west boundary of Yellowstone Park, and in-town access to Yellowstone Park's Riverside Ski Trail. Additionally, West Yellowstone is becoming recognized as a base for great back country skiing, spring crust crusin', and earning the reputation as a "ski-friendly" community. Additionally, the West Yellowstone Ski Education Foundation (WYSEF) sponsored national caliber ski workshops and races, as well as citizen races and ski education for local and regional participants.

This chart shows the significant growth in skiers and fees collected on the Rendezvous Ski Trail system over the past seven years.

Rendezvous Ski Trail Information							
<i>Source: USFS Gallatin District</i>							
				December Information			
Year	2005	2006	2007	2008	2009	2010	2011
Skiers	4276	7666	7900	4268	5685	6314	6494
Fees	\$5,495	\$7,842	\$10,631	\$4,930	\$8,498	\$10,754	\$11,471
<i>January Information</i>							
Year	2006	2007	2008	2009	2010	2011	2012
Skiers	4971	4494	4953	5081	7348	4513	7670
Fees	\$5,778	\$9,333	\$5,074	\$4,491	\$2,269	\$5,373	\$13,443
<i>February Information</i>							
Year	2006	2007	2008	2009	2010	2011	2012
Skiers	5087	5998	5283	21149	17465	7299	6409
Fees	\$3,204	\$4,147	\$3,953	\$3,658	\$5,568	\$8,042	\$5,040
Year	2006	2007	2008	2009	2010	2011	2012
Skiers	5640	5583	7578	7800	3843	5248	10699
Fees	\$6,304	\$5,378	\$8,353	\$8,649	\$9,395	\$11,016	\$14,698

In 2011, the West Yellowstone ski community hosted both national (Jr. Olympic Qualifiers) and local events with regional appeal (citizen races, "Taste of the Trails," and free Winter Trails Day.)



The Chamber has worked closely with local businesses, WYSEF, and other marketing groups to craft a synergistic multi-media campaign that advertises cross country ski events offered throughout the winter and promotes West Yellowstone as a family-friendly ski destination.

Our winter season consumer advertising campaign targeting cross-country skiers will again emphasize both -- our Yellowstone Ski Festival and the Rendezvous Ski Race -- as well as *inviting skiers and their families back for another same season visit to West Yellowstone*. The campaign is seen by the Chamber's Cross-Country Ski Committee as important to keeping West Yellowstone as a destination in the minds of the US ski community.

This project will employ various multi-media options including web, print, online news articles, and editorial where possible.

## Objectives

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Performance objectives include:
  - a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
  - c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.
2. Private sector and public agency participation in at least two projects.
3. Participation with one or both of the local marketing funds in at least three projects
4. Increase event participation with a 2% increase over 2011/2012 in registrations for the Yellowstone Ski Festival and Rendezvous Ski Race.

## Identify the portions of your marketing plan which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

## How does this project support the Strategic Plan?

Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns.

Goal 1.1.a Expand partnerships with tourism businesses/attractions as co-op partners.

Goal 1.1.b Continue winter marketing, promoting Montana as a superb winter destination.

Goal 1.2: Promote Montana to target groups/events, emphasizing off-peak season activities.

**DETAIL**

<b>Media Name</b>	<b>Approx. Cost</b>	<b>Description</b>
Skinny Ski	\$650.00	Yellowstone Ski Festival and Rendezvous Ski Race: web banner ads and on-line news releases
FasterSkier.com	\$5,000.00	Website ads, banner, Ski Festival program banner, online news releases and photo albums etc.
Cross Country Skier	\$1,750.00	Print ads and web banners in Oct/Nov, Dec/Jan, Feb/Mar issues
SkiTrax	\$1,150.00	Print ads; web banner, links
Nordic Ski Race	\$300.00	Annual events ad (online banner ad)
TUNA	\$440.00	Utah Nordic Alliance Association Newsletter print ad
Jackson Hole Daily; Jackson Hole News & Guide	\$1,200.00	Newspapers with distribution in Jackson Hole, Wyoming and western Wyoming. Print ads and accompanying web banners.
Idaho Mountain Express & Guide	\$1,200.00	Newspaper with distribution in Sun Valley and central Idaho. Print ads and accompanying web banners.
Outdoors NW	\$950.00	Winter activity specialty publication with distribution in Seattle, WA and surrounding areas (print ad).
Facebook Advertising Campaign	\$850.00	Facebook ads for specific ski events targeting specific geographic locations in Utah, Idaho, Wyoming, Colorado, and Oregon for Nordic skier specific activities and likes.
Creative for all print ads and web banners	\$510.00	
\$14,000.00		

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET**  
**CONSUMER MARKETING DESTINATION EVENTS PROMOTION: CROSS COUNTRY SKIING**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Design & Layout of print and/or web banner ads	\$510	+	\$0	=	\$510
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$510</b>		<b>\$00</b>		<b>\$510</b>

<b>MARKETING/ADVERTISING:</b>					
Media placement including web	\$13,490	+	\$0	=	\$13,490
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$13,490</b>	+	<b>\$0</b>	=	<b>\$13,490</b>

<b>TRAVEL:</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>	+	<b>\$0</b>		<b>\$0</b>

<b>OTHER:</b>					
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>

<b>REGION/CVB PROJECT TOTAL</b>	<b>\$14,000</b>	+	<b>\$0</b>	=	<b>\$14,000</b>
---------------------------------	-----------------	---	------------	---	-----------------

Approval Requested

  X   Final

       Preliminary

## **Application for projects over \$500**

**ORGANIZATION NAME:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**PROJECT NAME:** CONSUMER MARKETING DESTINATION EVENTS PROMOTION: SNOWMOBILING

**APPLICATION COMPLETED BY:** JAN STODDARD

West Yellowstone has created significant product development in the snowmobile market over nearly 40 years with nationally-recognized trails, grooming programs, annual events, and advertising. Snowmobilers, seasoned riders as well as first time adventurers, continue to be a significant target market for our winter economy. Historically, we have pulled from niche markets across the snow-belt and in key drive markets. In more recent years, we have seen growth in new markets primarily mid-Atlantic and southern states (North Carolina, Florida, Alabama, Louisiana, and Texas).

However, in a challenging economy and increasingly competitive winter destination travel market, we need to increase our visibility to broader markets and audiences. The marketing challenge for this activity segment is to attract people that make spontaneous decisions to come for a day or stay overnight as well as extended (4+ nights) winter vacationers. For both groups, we need to drive longer length of stay by combining snowmobiling with small family-friendly community events such as our annual World Snowmobile EXPO.

The March 2012 Snowmobile EXPO had a combined attendance of 5,920 across the 3-day event. This was down from the 2011 EXPO total of just over 7,000 attendee's. While attendance at the indoor Exhibit Hall increased, the outdoor events suffered from three days of continuous rain, sleet, snow and cold temperatures. The EXPO continues to be an important event that we will support this year. The Chamber's Snowmobile Events Committee is reviewing changes to the events and schedule for improvements in 2013.

We will use snowmobile publications, regional newspapers and electronic newsletters, and other multi-media opportunities to focus on our well-groomed system of trails, great powder riding in conjunction with the annual World Snowmobile EXPO. Online marketing selected would drive people to the winter landing pages on our web site and other related sites.

### **Objectives**

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Performance objectives include:
  - a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
  - c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.
2. Private sector and public agency participation in at least two projects.

3. Participation with one or both of the local marketing funds in at least three projects
4. Increase EXPO 2013 gate attendance by 1% over EXPO 2012

### Identify the portions of your marketing plan which support this project.

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

### How does this project support the Strategic Plan?

Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns.

Goal 1.1.a Expand partnerships with tourism businesses/attractions as co-op partners.

Goal 1.1.b Continue winter marketing, promoting Montana as a superb winter destination.

Goal 1.2: Promote Montana to target groups/events, emphasizing off-peak season activities.

### Detail

Market/Type of Media	Vendor	Description	Cost
Snowmobile nationwide. Print	Harris Publishing/Quick Print	SnoWest Magazine: Oct, 1/2 pg vertical, article focus on West Yellowstone & snowmobile	1500.00
Snowmobile nationwide. Print and web.	Harris Publishing/Quick Print	SnoWest Magazine: Dec, 1/2 pg vertical; Sledheads: Jan 1/2 pg vertical; SnoWest web banner; SnoWest Magazine: Jan, 1/2 pg vertical; Feb digital edition full page; 3 email blasts	5300.00
Central and eastern Idaho. Newsprint and web advertising	Idaho State Journal(Pocatello, Blackfoot, Shelley and surrounding areas in Idaho)	3-Peat Newspaper Ads & On-line AD, and Online E-sticky note. Note: 50% discount on 3rd and reduction in sticky (share total cost with another marketing funding partner)	500.00
Eastern Idaho/SW Wyoming. Newsprint and web advertising	Teton Valley News (Driggs, ID)	(Driggs, Teton, Tetonian: Creative, Newspaper ads, web banners. (Using single day admission pass give-aways as a trade-out which reducing ad cost.)	540.00
Jackson Hole, WY and surrounding area. Newsprint	Jackson Hole Daily news and Jackson Hole Guide	Emphasize 120's & bracket racing, exact dimensions 7.583"w X 4.833"t=NP rates. News&Guide: A Section = \$227.25, Sports Section = \$195.75. JH Daily: 3 day min. schedule per week so this is the total cost for 3 days-\$292.50	550.00
Eastern Idaho. Farmers and ranchers spec publication. Newsprint and web advertising;	Idaho Falls (ID) Post Register	Idaho Falls and eastern Idaho: Farm & Ranch Full color 8.514 inches x 11 inches Fri 3/9 and 3/16; 3X times 5.042 X 10" color; skyscraper \$59 X 2 weeks. Outdoors section covers stories on outdoor events--hiking, fishing, etc. It runs on Thursdays only. The Main News A-section (local and national news coverage) Sunday. Sports for Wednesday. Outdoors for Thursday/	1300.00
NE & Eastern Idaho, UT subscribers. Newsprint.	Targhee Publishing - Island Park News	Ad first two weeks of March .Editorial coverage.	310.00
<b>TOTAL:</b>			<b>10,000.00</b>

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET**  
**CONSUMER MARKETING DESTINATION EVENTS PROMOTION: SNOWMOBILING**

	State Tourism Funds	Other Funds	Total
<b>PROFESSIONALSERVICES:</b>			
Design & Layout of print and web ads	\$500 +	\$0 =	\$500
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$500</b>	<b>\$0</b>	<b>\$500</b>
<b>MARKETING/ADVERTISING:</b>			
Media placement including web	\$9,500 +	\$0 =	\$9,500
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$9,500</b>	<b>\$0</b>	<b>\$9,500</b>
<b>TRAVEL:</b>			
Personal Car	\$0 +	\$0 =	\$0
Commercial Transportation	\$0 +	\$0 =	\$0
Meals	\$0 +	\$0 =	\$0
Lodging	\$0 +	\$0 =	\$0
Vehicle Rental	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>OTHER:</b>			
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
	\$0 +	\$0 =	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>REGION/CVB PROJECT TOTAL</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$10,000</b>



Approval Requested

  X   Final

       Preliminary

### **Application for projects over \$500**

**Organization Name:** West Yellowstone Montana Chamber of Commerce

**Project Name:** Consumer Marketing Destination Events Promotion: Ice Fishing

**Application Completed by:** JAN STODDARD

The purpose of this project is to continue to build on a **new regional/national event**, a competitive ice fishing tournament, in the West Yellowstone/Hebgen Lake that was initiated last year winter. This tournament will again take place on Hebgen Lake area in early winter (February 2-4th, 2013).

The goal is to bring hundreds of people to town for the weekend of the event, and additional visitors throughout the year as they come to fish the lake to prepare for the tournament. The event will include ice fishing seminars and instruction for adults and for kids, which will teach more people about a winter sport they can do on the underutilized water resource in our area (Hebgen Lake).

The 2012 inaugural tournament was a success! We surpassed our 2012 objective of fifty registered teams with over 68 teams that registered. And, while we cannot extract out specific weeks, the Town of West Yellowstone Resort Tax Collections for February 2012 (reported in March) were up with \$131,325.00 in collections versus \$129,678.00 for February 2011. This was the highest amount of monthly February collections since February 2008.

NAIFC (North American Ice Fishing Circuit) organizers noted: *"Friday Night Seminar... 43 attendees... those that came (from 5 states) were super interested... much interaction... after the seminar the group went to four bars/restaurants that had fishermen specials and kept the discussion going for hours. The town is small, streets have snow on them so snowmobiles and atvs can ride on the streets... you walk everywhere as the businesses are close to each other... everyone is super friendly and the entire town wants ice fishing... it was really cool to drive down a street and see a 4 foot by 4 foot sign in a window saying "Ice Fishing Talked Here"... never had that over the top "Glad You are Here" reception in a community before... it was nice to say the least. for the next two days people came up and thank us for holding the seminar.*

*"Saturday Kids Ice Camp was everything we all want an Ice Camp for Kids to be... 144 kids and 250 parents.... standing room only... again parents and towns people alike thanked us for holding the Kids Camp... Families came from over 4 hours away, got hotel rooms for the night so their kids could come and see what ice fishing was all about. This alone made the trip worth it. The sport of ice fishing got a huge shot in the arm.*

*"Press coverage was great... the newspapers from Bozeman and Billings ran articles. Utah, WY and MT have a tremendous amount of tournament anglers and when word gets out about what went on... this event is going to double in size."*

Plans for the 2013 include again working with NAIFC to administer this national tournament using its established procedures, which gives visibility and credibility to this new event as a national competitive event. The NAIFC will provide national promotion/marketing, media coverage on its television show, seminars by expert ice fishermen during the event, a kid's workshop and fishing event and will lead administration of the event itself.

Prior to the event, they manage specific timelines, task lists, administration, and tracking of progress, along with national advertising and publicity. On-site during the event, they manage the seminars and programs, logistics, and tournament, as well as television and media coverage during the event, at a cost that is considerably less than hiring an event coordinator and support staff. This allows more time for our local committee to focus on regional and local efforts to maximize the event.

A local committee of West Yellowstone and Hebgen Lake community leaders will manage fundraising, local/regional marketing and promotion, community opportunities associated with the event and volunteer workers to work with NAIFC on the event. The local committee (WY/Hebgen Lake Ice Fishing Tournament Committee) will take responsibility for monitoring and supervising the project.

The tournament and family Ice Camp will take place on Hebgen Lake. The Friday night seminars and dining options will be based in various West Yellowstone locations preferably within walking distance to encourage foot traffic throughout town. A Saturday evening S'mores event (in conjunction with the Kids'N'Snow weekend) and live bands will also encourage families and participants to base from West Yellowstone.

## **OBJECTIVES**

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Performance objectives include:
  - a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
  - c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.
2. Private sector and public agency participation in at least two projects.
3. Participation with one or both of the local marketing funds in at least three projects
4. Seventy-five team participation for the second year tournament.

**Refer to the portions of your marketing plan, which support this project.**

- ◆ Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- ◆ Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

- ◆ Continue to expand our marketing potential by participating in partnerships with other tourism partners.

### How does this project support the Strategic Plan?

- Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns.
- Goal 1.2: Promote Montana to target groups/events, emphasizing off-peak season activities.
- Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts.

### Detail

This is a project that includes multiple funding partners. We would plan to repeat the marketing campaign on last year's successful launch. Note: we had great click-thru rates for ads on the ice fishing specific blogs and targeted Facebook fans.

	NAIFC (North American Ice Fishing Circuit)	Town of West Yellowstone MAP (Marketing & Promotions Fund)	West Yellowstone TBID Marketing Grant	West Yellowstone Chamber Marketing	Ice Fishing Committee & Volunteers
National	Event announcement and promotion on naifc.com	Funded NAIFC Website Links		Web advertising (banners, forums, links) on: iceshanty.com, bigfishtackle.com, icefishingchat.com, icefishing247.com and targeted Facebook ads	
	Press releases	Helped fund ICE MAN Filming Segment profiling the tournament and West Yellowstone as a winter destination		Helped fund ICE MAN Filming Segment	St Paul show
Regional	Kid's Ice Fishing Camp program	Funded NAIFC Collateral Material	Regional print promotion: poster distributed by volunteers throughout Montana (all areas of the state), eastern and central Idaho, northern Utah		
				KFAN	Billings Sports Show
				KJZZ & ROOTS Cable TV: Included in 30-minute segment profiling West Yellowstone as a winter destination	News releases: pre-event and post event
			Teton Valley News: B&W, 3 weeks starting Jan. 16th 1/4 pg ad plus web banner (split cost)	Teton Valley News: B&W, 3 weeks starting Jan. 16th 1/4 pg ad plus web banner (split cost)	
				Magic Valley News (Twin Falls, Elko to Burley): 1/4 pg color ad on 1/24, 1/25, 1/28 and web banner	

### National and Regional Internet Advertising:

- banner ads and links on specific ice fishing/winter fishing informational websites, ice fishing equipment sponsors, ice fishing/winter fishing forums/blogs, fishyspot.com, iceshanty.com, icefishing-central.com, www.bigfishtackle.com, icefishing247.com, icefishingchat.com IceMen tournament and destination video production costs
- Targeted Facebook advertising campaigns to specific activity likes in the following states: UT, ID, WY, MT, ND, SD, OR, WA, MN, WI, IA, MI

### Print including:

- 11 X 17" color posters for distribution at local and regional sporting goods stores, lodging and power sports dealers
- Newsprint in major newspapers in larger population cities in neighboring states including: Pocatello, Driggs, and Idaho Falls, ID; Jackson, WY; Bismarck, ND.

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET**

Consumer Marketing Destination Events Promotion: Ice Fishing

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Creative for ads, web banners, and posters	\$400.00	+	\$0.00	=	\$400.00
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	\$400.00		\$0.00		\$400.00

<b>MARKETING/ADVERTISING:</b>					
Media placement including banner ads on ice fishing blogs, Facebook ads, regional newsprint or banners	\$1,500	+	\$0	=	\$1,500
Posters print	\$100	+	\$0	=	\$100
	\$0	+	\$0	=	\$0
<b>OTAL</b>	\$1,600	+	\$0	=	\$1,6000

<b>TRAVEL:</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	\$0	+	\$0		\$0

<b>OTHER:</b>					
IceMen television show production costs covering the tournament weekend and profiling West Yellowstone as a winter destination	\$1,000	+	\$0	=	\$1,000
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	
<b>TOTAL</b>	\$1,000		\$0		\$1,000

<b>REGION/CVB PROJECT TOTAL</b>	<b>\$3,000</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$3,000</b>
---------------------------------	----------------	----------	------------	----------	----------------

Approval Requested

  X   Final

       Preliminary

## **Application for projects over \$500**

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** CONSUMER MARKETING DESTINATION EVENTS PROMOTION: KIDS'N'SNOW

**Application Completed by:** JAN STODDARD

As a gateway to Yellowstone Park, West Yellowstone is subject to the economic ups and downs triggered by off-seasons and access that creates a cascade of challenges. Over 75% of business in the winter is generated by snowmobile, snowcoach and cross-country skiing business. However, twice in the last four years, the number of snowmobiles allowed in the Park has been drastically reduced, with an immediate negative impact on the winter tourism.

One of our primary marketing strategies is to promote West Yellowstone as a family-friendly destination, in every season, to both traditional families and an ever increasing inter-generational niche. And, while it is critical to market to our historical winter niche market (snowmobilers and Yellowstone Park winter enthusiasts), it is just as important to develop new winter products that appeal to different market segments or enhance existing ones.

The challenge was to create a new product that raises regional and national awareness of West Yellowstone as a family-friendly destination. Additionally, we asked, "How do we build on the Montana brand? How do we capture the incredible natural beauty of our landscapes, the almost unlimited array of activities, and the vibrancy of our communities into a product that brings back visitors to Montana again and again?"

The Kids'N'Snow program started with a "test" weekend in December 2010 to see whether we could work with strategic partners to create a new program. The weekend was so successful, we decided to continue featuring one Kids' weekend each month during the 2011/2012 winter season. Weekends were structured around existing events and expanded with other additional activities.

The result? Over 500 participants spanning eight states and two countries, and almost 80% from outside our community. Families even traveled to West Yellowstone for a second, or a third, Kids'N'Snow weekend.

.A variety of activities will again be offered, and funded, by strategic partners including:

- **Yellowstone National Park** interpretive rangers offering ranger-led snowshoe hikes
- **Hebgen Lake District** of the Gallatin National Forest will offer hike & learn sessions in the forests for beginning snowshoe enthusiasts. (We provided snowshoes at no charge to all children and adults.)
- The **West Yellowstone Education Ski Foundation** will offer two sessions on Saturday afternoon and Sunday morning introducing kids to cross country skiing. Kids aged 13 years and younger were encouraged to play on skis through activities such as a relay race, an obstacle course, musical chairs, and a sprint. Parents cheered on all the little skiers. (Free ski rentals for kids and reduced rentals for adults.)

- The **Grizzly Wolf & Discovery Center**, a non-profit animal sanctuary, offered interactive classes for kids including: Ready, Set, Snow!, The Mountain That Loved a Bird, and Produce a Predator.
- Local businesses and the West Yellowstone Chamber sponsored a Friday night event, "S'mores and Skating" (including free ice skate rentals)

We are in the process of submitting grants and working with funding partners to expand the **Kids'N'Snow** program to one weekend during each month next winter. Marketing will be directed towards our winter drive markets in Idaho, Wyoming, Utah, and Montana. We will use as many mediums as possible including, but not limited to, press releases, print and web advertising, and radio. This project provides an excellent opportunity for various community and national organizations to come together in supporting this new product and promoting it. We will also encourage our private sector to develop special packages or promotions to further enhance what we can offer.

### **Objectives**

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Performance objectives include:
  - a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
  - c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.
2. Web and social media influence measured by:
  - a. 2% increase in annual website visitation over the previous year (July 2011 through June 2012)
  - b. 5% increase in social media website followers over the previous year including Facebook, Twitter, and Pinterest pages.
3. Private sector and public agency participation in at least two projects.
4. Participation with one or both of the local marketing funds in at least three projects

**Refer to the portions of your marketing plan, which support this project.**

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.
- Continue to expand our marketing potential by participating in partnerships with other tourism partners.



### How does this project support the Strategic Plan?

- Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns.  
 Goal 1.1.b Continue winter marketing, promoting Montana as a superb winter destination.  
 Goal 1.2: Promote Montana to target groups/events, emphasizing off-peak season activities.  
 Goal 1.3: Collaborate with tourism marketing partners to plan/implement priority marketing efforts.

### Detail

Media Name	Approx. Cost	Description
MT Parent Magazine	\$480.00	Monthly magazine, online banner, shared Twitter and Facebook promotion program
Jackson Hole News: Jackson Hole, WY	\$385.00	Newspaper ad and web banner
Teton Valley News: Driggs, Idaho	\$185.00	Newspaper ad and web banner
Magic Valley, Twin Falls, ID	\$300.00	Newspaper ad and web banner
Facebook Campaign	\$550.00	Facebook ads targeting active families and grandparents in regional drive market communities
Email blast/newsletter	\$200.00	Email blast to past participants and potential attendees interested in future weekends
Creative for ads, banners, blasts, and newsletters	\$150.00	
Updates to the existing www.kidsnsnow.org website	\$250.00	
\$2,500.00		

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET  
CONSUMER MARKETING DESTINATION EVENTS PROMOTION: KIDS'N'SNOW**

State Tourism Funds	Other Funds	Total
---------------------	-------------	-------

**PROFESSIONALSERVICES:**

Design & Layout of print and web  
ads, newsletter, blasts  
Website updates

\$150	+	\$0	=	\$150
\$250	+	\$0	=	\$250
\$0	+	\$0	=	\$0
\$0	+	\$0	=	\$0
\$0	+	\$0	=	\$0

<b>TOTAL</b>	\$400		\$0	=	\$400
--------------	-------	--	-----	---	-------

**MARKETING/ADVERTISING:**

Media placement including print,  
internet advertising  
Email blast/newsletter  
Facebook ad campaign

\$1,350	+	\$0	=	\$1,350
\$200	+	\$0	=	\$200
\$550	+	\$0	=	\$550

<b>TOTAL</b>	\$2,100	+	\$0	=	\$2,100
--------------	---------	---	-----	---	---------

**TRAVEL:**

Personal Car  
Commercial Transportation  
Meals  
Lodging  
Vehicle Rental

\$0	+	\$0	=	\$0
\$0	+	\$0	=	\$0
\$0	+	\$0	=	\$0
\$0	+	\$0	=	\$0
\$0	+	\$0	=	\$0

<b>TOTAL</b>	\$0	+	\$0	=	\$0
--------------	-----	---	-----	---	-----

**OTHER:**

\$0	+	\$0	=	\$0
\$0	+	\$0	=	\$0
\$0	+	\$0	=	\$0
\$0	+	\$0	=	\$0

<b>TOTAL</b>	\$0		\$0	=	\$0
--------------	-----	--	-----	---	-----

**REGION/CVB  
PROJECT TOTAL**

\$2,500	+	\$0	=	\$2,500
---------	---	-----	---	---------

Approval Requested

  X   Final

       Preliminary

## **Application for projects over \$500**

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** CONSUMER MARKETING SEGMENTS: MUSCLE-POWERED MARKET SEGMENT

**Application Completed by:** JAN STODDARD

In our 2011/2012 Marketing Plan, we identified two expanded primary market segments: “muscle-powered” and motor-powered” activities. The “muscle-powered” activity market segment consists of these activities: cross country skiing, biking, hiking, water sports such as rafting and kayaking, photography, and fly fishing.

These campaigns support year-round and cross-seasonal promotion of these activities. We are also looking for ways to engage visitors that come for one activity to try a “different” one in a return visit.

We have been able to find publications that echoed our strategy that our best customers are our repeat customers. We have learned that a visitor may come for one specific purpose (for example, a cross country ski race or event) and return for a related, but different reason later (a family outing to ski in Yellowstone). We have also learned that our skier segment returns for cycling in early summer and/or hiking in early fall.

These publications are beginning to merge cross country skiing with biking and kayaking. Or, combining back-country hiking and skiing. They are starting to cross-promote seasons and activities.

We also found specific geographic areas with muscle-centric populations: active adults engaged in different muscle-powered activities for each season.

### **Objectives**

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Performance objectives include:

- a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
- b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
- c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.

**Refer to the portions of your marketing plan, which support this project.**

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to expand our marketing potential by participating in partnerships with other tourism partners.

#### HOW DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN?

Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns

Goal 1.1.a Expand partnerships with tourism businesses/attractions as co-op partners.

Goal 1.1.b Continue winter marketing, promoting Montana as a superb winter destination.

Goal 1.2: Promote Montana to target groups/events, emphasizing off-peak season activities

#### Detail

Media Name	Approx. Cost	Description
Silent Sports	\$3,100.00	Wisconsin-based publication for Nordic skiing and snowshoeing in the winter; kayaking, hiking, and cycling in the warm months. This is a 3-issue contract for two ads per issue – full color outside column with one ad focusing on current season and the second ad focusing on a cross seasonal activity
Master Skier	\$1,000.00	Print and on-line ads focusing on Nordic skiing and snowshoeing (family friendly destination), year-round directory and on-line resource guide
Single Tracks	\$250.00	Northwestern edition of a monthly email-newsletter for Rocky Mountain cyclists. This would be a web banner and link embedded in this newsletter
Cross Country Skier	\$700.00	Print and on-line ads focusing on Nordic skiing and snowshoeing (family friendly destination)
Idaho Mountain Express & Guide	\$800.00	Newspaper with distribution in Sun Valley and central Idaho. Print ads and accompanying web banners focusing on Nordic skiing and snowshoeing in winter; cycling and hiking in fall (family friendly destination focus).
Jackson Hole Daily; Jackson Hole News & Guide	\$900.00	Newspapers with distribution in Jackson Hole, Wyoming and western Wyoming. Print ads and accompanying web banners.
NW Guide - Western Snowsports	\$950.00	Print and on-line ads focusing on Nordic skiing and snowshoeing (family friendly destination; Seattle-based destination guide
Colorado	\$850.00	Google Adwords and Facebook ad campaign focusing on Colorado communities (Aspen, Colorado Springs, etc.) focused on muscle-powered activities
Creative for all print ads and web banners	\$450.00	
\$9,000.00		

West Yellowstone Chamber of Commerce

CONSUMER MARKETING SEGMENTS: MUSCLE-POWERED MARKET SEGMENT

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Creative work for developing ads, banners, etc.	450	+	\$0	=	\$450
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$450</b>		<b>\$0</b>		<b>\$450</b>

<b>MARKETING/ADVERTISING:</b>					
Media purchase/placement	\$8,550	+	\$0	=	\$8,550
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$8,550</b>		<b>\$0</b>		<b>\$8,550</b>

<b>TRAVEL:</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>

<b>OTHER:</b>					
	\$0	+	\$0	=	
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>

<b>REGION/CVB PROJECT TOTAL</b>	<b>\$9,000</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$9,000</b>
---------------------------------	----------------	----------	------------	----------	----------------

**Approval Requested**

☐ Final

☒ Preliminary

## **Application for projects over \$500**

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** CONSUMER MARKETING SEGMENTS: MOTOR-POWERED MARKET SEGMENT

**Application Completed by:** JAN STODDARD

In our 2011/2012 Marketing Plan, we identified two expanded primary market segments: “muscle-powered” and motor-powered” activities. The “motor-powered” activity market segment consists of these activities: snowmobiling, snowmobile & snowcoach in Yellowstone, ATV, motorboat fishing, and motorcycle & car groups.

These campaigns support year-round and cross-seasonal promotion of these activities. We are also looking for ways to engage visitors that come for one activity to try a “different” one in a return visit.

During the 2011/2012 year, we were able to identify some motor-powered centric populations that crossed over between snowmobiling and ATV or motorcross. We were also successful at incorporating a street bike freestyle stunt show as part of the Annual Snowmobile EXPO. We learned that the power sports market aligns closely with our motor-powered market niche. We also found publications like White-Out Magazine that target this group.

We were not able to fully invest in this market. A lack of snow in December delayed oversnow snowmobile Yellowstone tours and out of park riding. This lack of snow, and warm weather, continued to almost the end of January. Even with heavy snows in February, the public perception still remained that snowmobiling conditions around West Yellowstone remained poor.

We used the money in this project for regional advertising to help promote snowmobiling and combat the perception of “bad” snow and trails. With this focus, we were able to recover part of the snowmobile destination trippers in later February and early March.

We plan to review motor-powered options for internet and print advertising this summer. A final project with detail will be submitted.

### **Objectives**

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Performance objectives include:
  - a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.



- c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.
- 2. Web and social media influence measured by:
  - a. 2% increase in annual website visitation over the previous year (July 2011 through June 2012)
  - b. 5% increase in social media website followers over the previous year including Facebook, Twitter, and Pinterest pages.

**Refer to the portions of your marketing plan, which support this project.**

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to expand our marketing potential by participating in partnerships with other tourism partners.

**HOW DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN?**

Goal 1.1: Implement highly targeted consumer advertising/promotion campaigns.

Goal 1.1.a Expand partnerships with tourism businesses/attractions as co-op partners.

Goal 1.1.b Continue winter marketing, promoting Montana as a superb winter destination.

Goal 1.2: Promote Montana to target groups/events, emphasizing off-peak season activities.

**Detail pages attached**    Yes    ☒ **No**

**Budget page must be attached for approval.**

West Yellowstone Chamber of Commerce

CONSUMER MARKETING SEGMENTS: MOTOR-POWERED MARKET SEGMENT

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Creative work for developing ads, banners, web pages, etc.	\$800	+	\$0	=	\$800
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$800</b>		<b>\$0</b>		<b>\$800</b>

<b>MARKETING/ADVERTISING:</b>					
Media purchase/placement	\$7,200	+	\$0	=	\$7,200
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$7,200</b>		<b>\$0</b>		<b>\$7,200</b>

<b>TRAVEL:</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>

<b>OTHER:</b>					
	\$0	+	\$0	=	
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>

<b>REGION/CVB PROJECT TOTAL</b>	<b>\$8,000</b>	<b>+</b>	<b>\$0</b>	<b>=</b>	<b>\$8,000</b>
---------------------------------	----------------	----------	------------	----------	----------------

Approval Requested

  X   Final

       Preliminary

## **Application for projects over \$500**

**ORGANIZATION NAME:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**PROJECT NAME:** CONSUMER MARKETING SEGMENTS:  
CROSS SEASONAL MARKETING (INCLUDING "COMEBACK CAMPAIGN")

**APPLICATION COMPLETED BY:** JAN STODDARD

West Yellowstone is fortunate to have two very positive attributes. First, as the busiest entrance to Yellowstone Park, we have significantly more people traveling through our community than other gateway communities (over 1.3 million in 2011). Our Visitor Information Center (VIC) is also the busiest of any location in Montana handling over 100,000 visitors in 2011.

The second positive attribute is that West Yellowstone has developed, through years of hard work and massive volunteer efforts, a number of repeatable, marketable events. These events attract individuals, families, and groups interested in cross country skiing, snowmobiles and racing, mini-triathlons, and biking. This could range from a major event such as the Rendezvous Ski Race or World Annual EXPO to the annual Old Faithful Cycle Tour.

We know that our best customers are return customers. Our goal is to promote the unique activities, events, and seasons that West Yellowstone has to offer and develop a base of repeatable customers through offering clear lifetime value.

In 2011, we developed a campaign to leverage these attributes and address the substantial challenge in bringing these Yellowstone pass-thru visitors and activity-based groups back to West Yellowstone again, either in the same season or a following year through our "Comeback Campaign."

The program is being expanded this year to specifically promote cross-seasonal (shoulder and winter season) activities in addition to a specific "comeback" event invitation. The West Yellowstone TBID will participate as one partner and we intend to involve other community marketing organizations and enthusiastic local businesses.

The first part of this project is to distribute information targeted to these groups through flyers distributed at specific events, and displaying information about upcoming events through plastic displays in our public rest areas. We would also provide bathroom displays at the West Yellowstone Chamber building, public rest areas, and two local businesses (who have volunteered) and will test any response.

We developed a small flyer for pick-up by visitors that invited visitors to comeback next winter and a large poster with the same information at the Visitor Center. We would update the existing artwork, producing more flyers and the poster. As schedules change and/or more supplies are needed, we

would make changes and print more.

Flyers and a matching poster will be distributed at the Visitor Center, through local businesses, and at late summer/fall events. Additionally, flyers would be furnished to businesses attending fall trade shows. These businesses could also borrow the poster for display at these consumer shows.

Information on the flyers would also be promoted through our Facebook and Twitter pages for the Chamber with a link back to an incentive page created to track responses to the Comeback Campaign.

Second, we need to assure that we “capture” a greater number of the Yellowstone-bound visitors, getting them to stay a little longer in our community. A significant challenge to success in this area is within our own West Yellowstone employee workforce. Many front-line employees lack knowledge or training when it comes to West Yellowstone events, attractions, and activities. These employees offer the greatest opportunity to inform and influence the visitor experience. Yet, these same employees can negatively impact length of stay or expenditure by simply not being informed.

Therefore, the second half of this project includes a community outreach program to educate and inform front-line employees about upcoming events and activities, as well as promoting alternative seasons. This would be based on information sheets, created and distributed on a regular basis throughout the year, and interactive training sessions.

The third tactic will be to display fall and winter images in a manner consistent with the Montana brand strategy. These images will appear on large posters or banners in areas within West Yellowstone that have significant visitor traffic during the summer months. We will include both our website and QR codes pointing to the relevant secondary pages on our website.

Our tourism partners will be sponsoring fall and winter contests and giveaways in conjunction with the printed materials.

## **Objectives**

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Performance objectives include:
  - a. 1.5% increase in West Yellowstone Resort Tax Collections over the previous year (July 2012 through June 2013).
  - b. 1% increase in occupied room nights over the previous year (July 2011 through June 2012) as reported by West Yellowstone TBID collections.
  - c. 0.6% increase in recreational visitors using the west entrance to Yellowstone Park over a 5-year rolling average of west entrance visitation (July 2011 through June 2012) as reported by the National Park Service.
2. Web and social media influence measured by:
  - a. 2% increase in annual website visitation over the previous year (July 2011 through June 2012)
  - b. 5% increase in social media website followers over the previous year including Facebook, Twitter, and Pinterest pages.

3. Private sector and public agency participation in at least two projects.
4. Participation with one or both of the local marketing funds in at least three projects

**Identify the portions of your marketing plan which support this project.**

- ◆ Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- ◆ Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

**How does this project support the Strategic Plan?**

Goal 1.1.a Expand partnerships with tourism businesses/attractions as co-op partners.

Goal 1.2: Promote Montana to target groups/events, emphasizing off-peak season activities.

**Detail**

**Print:**

Calendar of events printed on large foam based posters

11 X 17" posters of the calendar of events

5,000 Calendar of events fold-over flyer:

- Flat Size:11.00X4.25
- Finish Size:3.66X4.25
- Print Type:4:4
- Paper Type:100lb Gloss Book Aqueous Coating recycled
- Folding Options: Tri-Fold / Letter Fold

Same information posted on-line through Facebook and Twitter

Rotating 8 ½ X 11" Color flyers displayed in bathroom stall holders featuring activities and events throughout upcoming (or alternate) seasons (e.g., Rendezvous Race, Yellowstone Ski Festival, Annual World Snowmobile EXPO, Kids'N'Snow, Spam Cup races, Pine Needle Stampede, Old Faithful Cycle Tour, etc. )

24 X 36" posters and 12" X 24" banners with fall and winter activity images printed on 100lb Gloss Book Aqueous Coating recycled and laminated as necessary

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET  
CROSS SEASONAL & COMEBACK CAMPAIGN**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Design & Layout of event flyers, bathroom dispensers, image posters, and internal education pieces.	\$600	+	\$210	=	\$810
	\$0	+	\$0	=	\$0
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$600</b>		<b>\$210</b>		<b>\$810</b>
<b>MARKETING/ADVERTISING:</b>					
Printing of small calendars, bathroom posters, and business posters	\$1051	+	\$650	=	\$1,701
Print large images and banners	\$350	+	\$1,200	=	\$1,550
Print staff education pieces	\$425	+	\$1,200	=	\$1625
<b>TOTAL</b>	<b>\$1,826</b>	+	<b>\$3,050</b>	=	<b>\$4,876</b>
<b>TRAVEL:</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>	+	<b>\$0</b>		<b>\$0</b>
<b>OTHER:</b>					
Additional bathroom display holders for event posters	\$290	+	\$0	=	\$290
	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$290</b>		<b>\$0</b>		<b>\$290</b>

<b>REGION/CVB PROJECT TOTAL</b>	<b>\$2,716</b>	+	<b>\$3,260</b>	=	<b>\$5,976</b>
-------------------------------------	----------------	---	----------------	---	----------------



Approval Requested

  X   Final

       Preliminary

### Application for projects over \$500

**Organization Name:** WEST YELLOWSTONE MONTANA CHAMBER OF COMMERCE

**Project Name:** TOTAL WEB: WEB AND SOCIAL MEDIA

**Application Completed by:** MARYSUE COSTELLO & JAN STODDARD

This web project includes several components. **First**, our website, is still our primary marketing tool in distributing information to prospective and on-site travelers. Due to numerous issues, it was necessary to rebuild the site in a CMS format, update content, and integrate social media and news feeds.

Consequently, in the spring of 2010, we issued an RFP for the existing West Yellowstone website ([www.westyellowstonechamber.com](http://www.westyellowstonechamber.com)) with forwarding from ([www.destinationyellowstone.com](http://www.destinationyellowstone.com)). The RFP included taking the website's existing content (text, photos, video, links, business and event listings) and moving it to a new technology platform that includes a content management system, common databases, easier user interfaces and overall navigation. We will launch the upgraded and updated website on June 4<sup>th</sup>, 2012 along with search optimization tools and techniques.

**Second**, as social media websites and tools continue to increase in popularity and importance, so does their integration into a web marketing strategy and project. We first developed a Facebook page in 2009 which grew rapidly to over 4,000 fans in less than one year. We used our Facebook page to attract anyone interested in Yellowstone and West Yellowstone, visitors coming to the area both immediately and in the future, and also as a way to promote our community events and activities. We also created a Twitter account that targets niche groups focused on specific activities (or occupations) such as fly fishing, snowmobiling, cross country skiing, Yellowstone adventure, travel planners and agents, and tour operators.

Both the Facebook and Twitter accounts were designed to drive more traffic to our West Yellowstone website, especially secondary pages and activity pages. Over the past year, we have been able to track significant increases in visitors to our website directly from these social media sites.

In 2010, we offered community workshops on social media and search engine marketing (SEM) to increase the overall knowledge and interaction of businesses and organizations on the web. We also formed a weekly "Tweet-Up" group, open to any participant, to encourage information sharing and interaction on Twitter. These steps have significantly contributed to a raised awareness about West Yellowstone, our location, activities and events, on the web. We continued these workshops in 2011 as part of our fourth Tuesday series.

In 2011, we continued to build and enhance our social media presence adding and building our Facebook and Twitter accounts. In early April 2012, we developed a Pinterest site and are populating it with content and images appealing to destination travelers.

As of April 26<sup>th</sup>, 2011 we had the following pages:

- **@WYellowstoneMT** Twitter- 3,002 followers
- **“West Yellowstone Chamber”** Facebook- 5,000
- **West Yellowstone Montana** Pinterest – 1,277 following
- **“West Yellowstone Snowmobiling”** Facebook- 5,000
- **“Yellowstone Fire Update”** Facebook - 314 followers
- **“Kids’N’Snow”** Facebook- 91 followers
- **@KidsNSnow** Twitter- 94 followers

**Third**, is web based information gathering and outgoing targeted web based content. This enables us to evaluate all our web based efforts and to market directly to those who respond to us.

**Fourth**, to stay competitive we have to stay on top of new technologies. Late in the 2010 Marketing Year, we contracted with a mobile app technology provider who has already developed similar applications for national parks and communities bordering parks. The West Yellowstone TBID partnered with us on this project for both cost and resources to input content.

This year’s project plan includes the annual maintenance fee of \$5,000 for this application. We will continue to add additional local and regional content, new events, and update business listings as needed.

In 2010, we replaced a defunct webcam (located at the trailhead for the Rendezvous Ski Trail) with a new camera and housing and switched to a dedicated transmission connection and more responsive service provider. This year’s web marketing project includes monthly maintenance and hosting costs.

## **OBJECTIVES**

Include the objectives from the narrative portion of your marketing plan that support this project.

1. Web and social media influence measured:
  - 2% increase in annual website visitation over the previous year (July 2011 through June 2012)
  - 5% increase in social media website followers over the previous year including Facebook, Twitter, and Pinterest pages.
2. Participation with one or both of the local marketing funds in at least three projects

**Refer to the portions of your marketing plan, which support this project.**

- Attract visitors to West Yellowstone by communicating an image that is consistent with our long-term vision of West Yellowstone as a vacation destination.
- Continue to target our market as precisely as possible, assuring that our limited funding is spent to reach an audience that not only requests travel information, but also arrives in West Yellowstone and spends significant dollars during the visit.

**HOW DOES THIS PROJECT SUPPORT THE STRATEGIC PLAN?**

Goal 1: Increase four-season tourism revenues statewide through effective marketing and promotions

Goal 5: Support appropriate tourism business growth, including new tourism products and services for target customer markets.

**Detail**

**Web Vitality Strategies**

- Design, develop and implement additional buttons and/or pages to our web site as promotions and opportunities arise.
- Development of podcasts and use of streaming video. Additionally, we may use local web experts to export and place this footage on our website and other social networking sites. This will also involve purchase of software and some training of our current staff to be able to produce and introduce podcasts.
- Website Technology Enhancements: Update the .pdf of our Travel Planner on our website, enable RSS feeds, upload podcasts, and additional YouTube/Vimeo videos
- Periodic maintenance in-house with our own trained staff. WYM is very excited that with the new website our community will be able to submit changes to keep their own information up to date. Private sector will still contribute to these costs. We know there is a substantial ability to extend our dollars and our service through this project. Response time for making changes is hours instead of days or weeks.
- Search engine optimization:
  - Hire a firm to submit our tags on a quarterly basis.
  - Web maintenance and development to continue to attract search engines.
- Continue to collect emails and collate them into an online database: This will be done in conjunction with our electronic newsletters.
- Send out monthly electronic newsletters profiling upcoming events, specific specials and “hot deals”. We currently have over 8,300 names in our newsletter database.
- Perform analytics. This will give us information we need to have in making future decisions on development and expansion of pages within our site. As well it will direct future web based marketing.
- Support and continued development of our new West Yellowstone website
  - Continue to populate and update the new Content-Management System (CMS) based technology embedded in our new website.
  - Identify possible new applications and technology integrations and incorporate these into our new website. .

**Social Media Strategies**

- Continue to expand and encourage a networked virtual community of West Yellowstone participants and businesses using a variety of social networking sites and linkages. Further develop the West Yellowstone Facebook, Twitter and Pinterest accounts to promote our West Yellowstone website, distribute information and publicize events.

- Use of new social media avenues as they become applicable to a business or tourism situation (e.g., LinkedIn, Gowalla, FourSquare or others).
- Enhance content and photo offerings on travel-related and events-information sites such as Trip Advisor, Google Maps, Google Places, and Yelp.

**Information Gathering and Outgoing Targeted Web Based Content Strategies**

- Search engine optimization
  - Hire a firm to submit our tags on a quarterly basis.
  - Through our project: web maintenance and development to continue to attract search engines.
- Perform analytics. This will give us information we need to have in making future decisions on development and expansion of pages within our site. As well it will direct future web based marketing.
- Continue to collect emails and collate them into an online database: This will be done in conjunction with our electronic newsletters.
- Send out electronic newsletters profiling upcoming events, specific specials and “hot deals”. Currently we plan this as a quarterly offering and then will increase that for our shoulder seasons, funds permitting.
- Push out information to our local businesses and organizations so they are better prepared to exceed our visitor’s expectations.

**WEST YELLOWSTONE CHAMBER OF COMMERCE PROJECT BUDGET**  
**TOTAL WEB: WEB AND SOCIAL MEDIA**

	State Tourism Funds		Other Funds		Total
<b>PROFESSIONALSERVICES:</b>					
Strategy Sessions & Training	\$100	+	\$0	=	\$100
SEO for new website	\$0	+	\$3600	=	\$3,600
New website development and technologies	\$1,000	+	\$0	=	\$1,000
Mobile application maintenance and upgrades	\$5,000	+	\$0	=	\$5,000
<b>TOTAL</b>	<b>\$6,100</b>		<b>\$3,600</b>		<b>\$9,700</b>

<b>MARKETING/ADVERTISING:</b>					
Media placement ad and web links, banners, social media ads, etc.	\$1,000	+	\$2,250	=	\$3,250
Mobile app promotion printed posters/cards	\$700	+	\$0	=	\$700
E-Newsletter & blasts: create & distribution	\$1,700	+	\$0	=	\$1,700
<b>TOTAL</b>	<b>\$3,400</b>	+	<b>\$2,250</b>	=	<b>\$7,650</b>

<b>TRAVEL:</b>					
Personal Car	\$0	+	\$0	=	\$0
Commercial Transportation	\$0	+	\$0	=	\$0
Meals	\$0	+	\$0	=	\$0
Lodging	\$0	+	\$0	=	\$0
Vehicle Rental	\$0	+	\$0	=	\$0
<b>TOTAL</b>	<b>\$0</b>	+	<b>\$0</b>	=	<b>\$0</b>

<b>OTHER:</b>					
Web site hosting and maintenance, web cam hosting and monthly maintenance	\$1,500	+	\$0	=	\$1,500
Software/technology purchase & upgrades	\$400	+	\$0	=	\$400
Part-time year-round time of staff trained in the content management and database system updates and administration	\$5,000	+	\$0	=	\$5,000
<b>TOTAL</b>	<b>\$6,900</b>		<b>\$0</b>		<b>\$6,900</b>

<b>REGION/CVB PROJECT TOTAL</b>	<b>\$16,400</b>	+	<b>\$5,850</b>	=	<b>\$22,250</b>
---------------------------------	-----------------	---	----------------	---	-----------------